

Capital Markets Day

13th June 2019

POSITIONING IMERYS FOR PROFITABLE GROWTH

Disclaimer

More comprehensive information about Imerys may be obtained on its website (www.imerys.com), under Regulated Information, including its Registration Document filed under No. D.19-0175 March 20, 2019 with Autorité des Marchés Financiers.

Imerys draws the attention of investors to the “Risk factors and Internal control” set forth in section 4 of the Registration Document.

This document contains projections and other forward-looking statements.

Investors are cautioned that such projections and forward-looking statements are subject to various risks and uncertainties (many of which are difficult to predict and generally beyond the control of Imerys) that could cause actual results and developments to differ materially from those expressed or implied.

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Capital Markets Day agenda

TIME	PRESENTATION	SPEAKER
<i>9:00am</i>	<i>Welcome coffee</i>	
9:30am	Imerys' strengths and ambition	<i>Conrad KEIJZER – CEO</i>
10:15am	Imerys strategy for profitable growth	<i>Olivier HAUTIN – CSO</i>
<i>11:00am</i>	<i>Break</i>	
11:30am	Business areas presentations	<i>Conrad KEIJZER and SVPs</i>
<i>12:30pm</i>	<i>Lunch break</i>	
13:30pm	Capital allocation to ensure long term value creation	<i>Olivier PIROTTE – CFO</i>
14:15pm	Closing remarks	<i>Conrad KEIJZER – CEO</i>
14:30pm	Q&A	

Imerys' strengths and ambition

Conrad KEIJZER – Chief Executive Officer

A new senior leadership team

Who you will hear from today



Olivier Hautin
Chief Strategy Officer
1995



Olivier Pirotte
Chief Financial Officer
2015



Guillaume Delacroix
SVP Performance
Minerals EMEA
2004



Conrad Keijzer
Chief Executive Officer
Joined Imerys: 2018



Jim Murberger
SVP Performance
Minerals Americas
1996



Cyril Giraud
SVP Performance
Minerals APAC
1998



Philippe Bourg
SVP Refractory, Abrasives
& Construction
1996



Michel Cornelissen
SVP High Temperature
Solutions
1995



Frédérique Berthier-Raymond
Group General Counsel
2008



Jean-François Claver
Chief Industrial Officer
2015

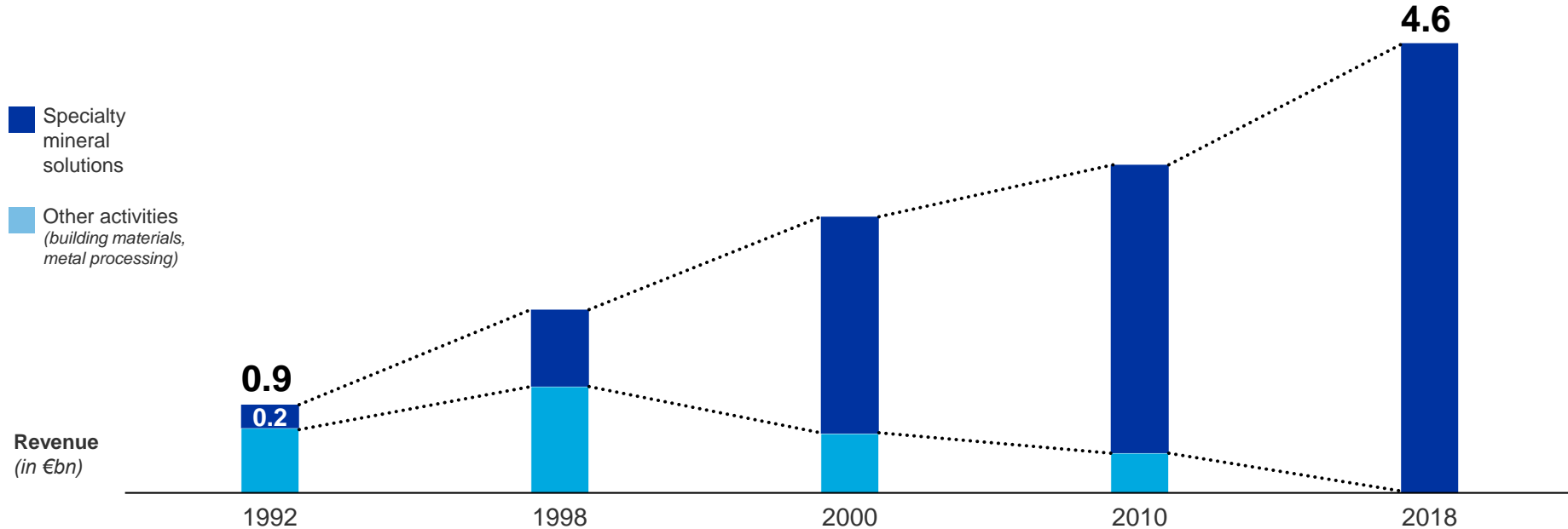


Vincent Lecerf
Chief Human Resources Officer
2017



Thierry Materne
Chief Innovation Officer
2016

A growth story driven by repositioning as a pure player in specialty mineral solutions



The leader of specialty mineral solutions to the industry

Countries
where Imerys
has sales

>15,000
customers

17,800
employees¹

Sales in **142** countries

€793m EBITDA¹
17.3% margin

€4.6bn revenue

Americas

30% of revenue

EMEA

49% of revenue

APAC

21% of revenue

#1

in 75% of our businesses

¹ 2018 figures

Functional additives which provide unique properties to our customers

PERFORMANCE MINERALS

Plastics, rubber,
paints & ACS¹



Gloss and opacity in paints,
conductivity and lightweighting
in plastics

Paper
& board



Whiteness,
opacity, gloss
and **pitch control**

Ceramics



Whiteness
and **hardness**

Filtration
& life science



Purification of liquids,
moisture absorption
and **smoothness**

Mobile
energy



Lifespan
and **fast charging**



Note: ¹ Adhesives, Caulks & Sealants

Processing aids which are used in extreme work conditions

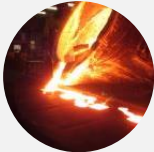
HIGH TEMPERATURE MATERIALS AND SOLUTIONS

Iron & steel



Purity and flow enhancement

Foundry



Flow enhancement and thermal stability

Thermal



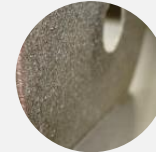
Thermal protection of industrial equipment

Refractory producers



Thermal resistance

Abrasives



Thermal and mechanical resistance

Building & infrastructure



Self levelling and quick drying of floors


ArcelorMittal

 CHINA STEEL


thyssenkrupp

TATA STEEL
We Also Make Tomorrow


Carborundum Brothers, Inc.


chassix


BRÜHL

M. BUSCH MB


sr

ANDRITZ Novelis


PHILLIPS 66


SHELL

VATTENFALL

Valmet FORWARD

VESUVIUS

 SHINAGAWA REFRACTORIES

3M

 **BOSCH**
Invented for life


KLINGSPOR

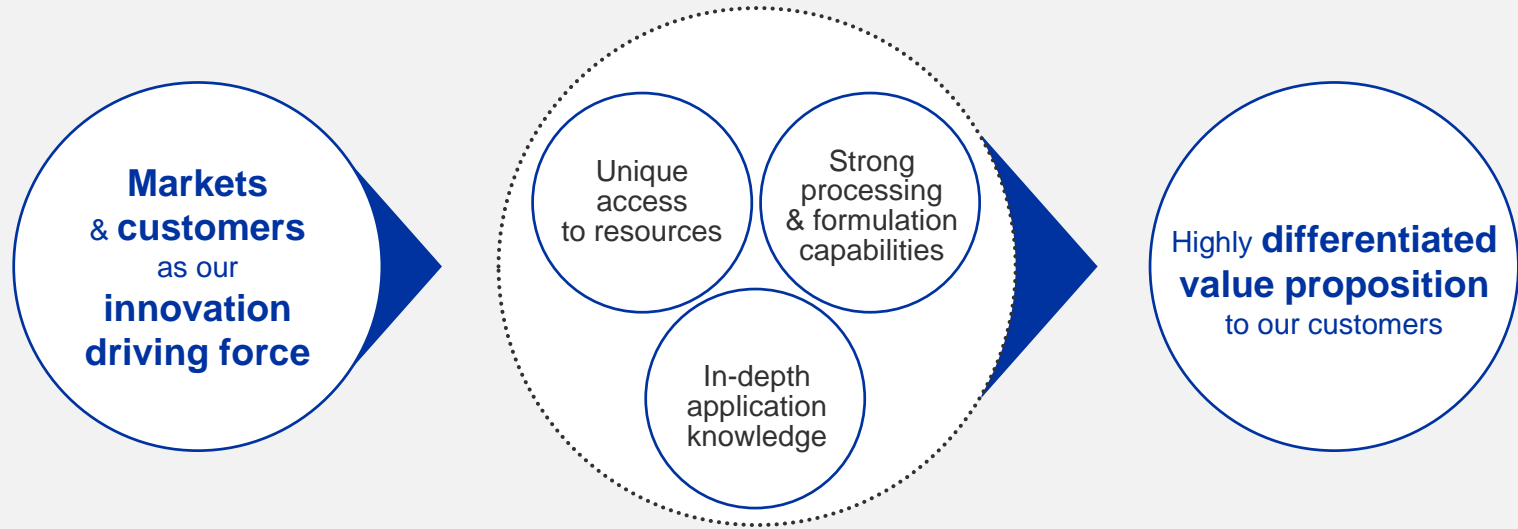
TYROLIT


SAINT-GOBAIN


BASF
We make chemistry
MASTER BUILDERS SOLUTIONS

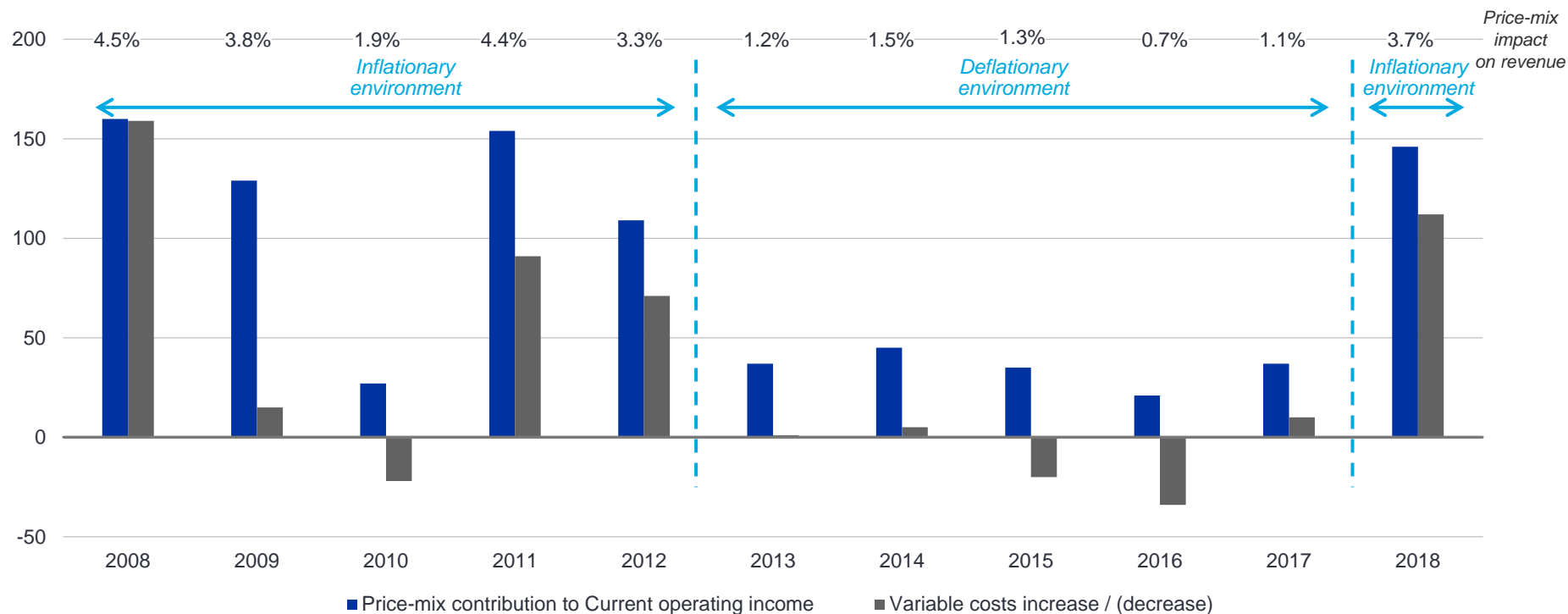

MAPEI
AFFIDATI QUALITÀ CREDIBILITÀ PER IL BENE

A differentiated value proposition to customers built on unique industrial capabilities and application knowledge



Price-mix consistently allowed Imerys to absorb increases in variable costs

PRICE MIX – VARIABLE COSTS BALANCE (€m)



Strong commitment on CSR

EMPOWERING our people



Highly engaged
employees¹



CARING for our planet



CO₂ emission reduction target²
(in tCO₂/€) of 41% by 2030



BUILDING for the future

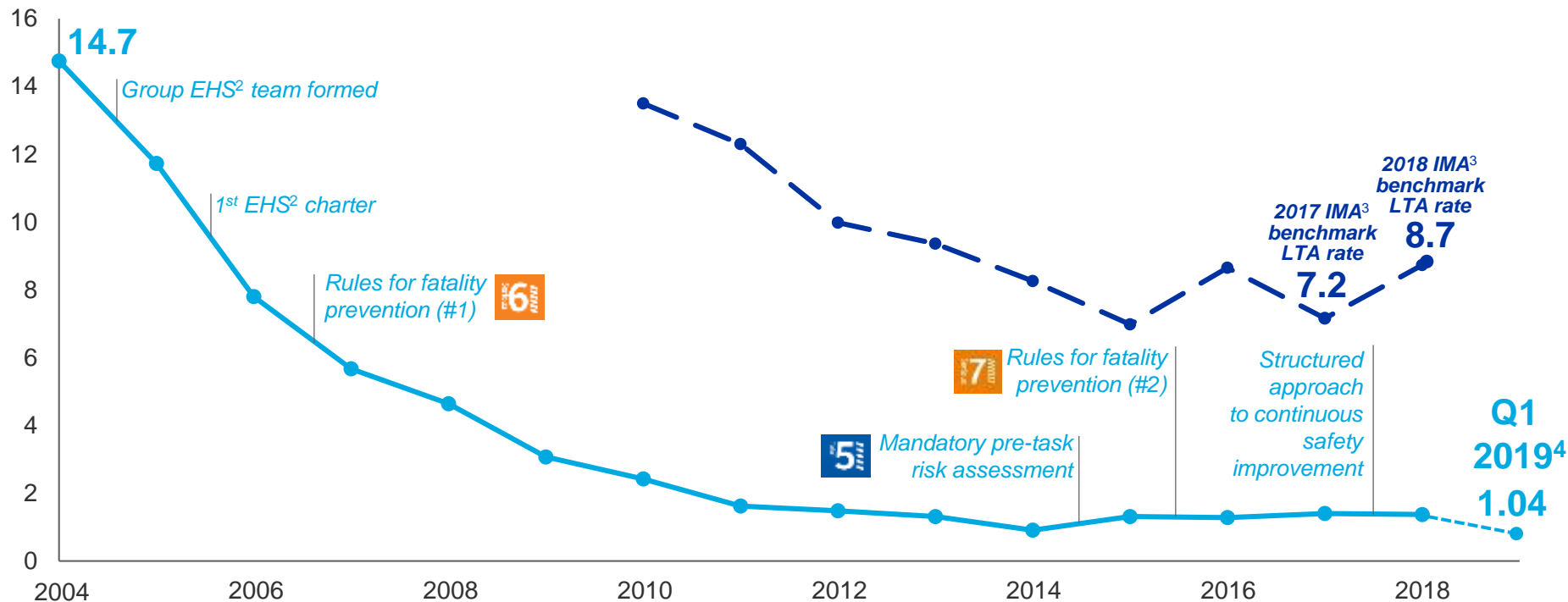


62 community development
projects in 2018



A priority on safety, which is reflected in a gradual reduction in LTA¹

LOST-TIME ACCIDENTS (LTA)¹

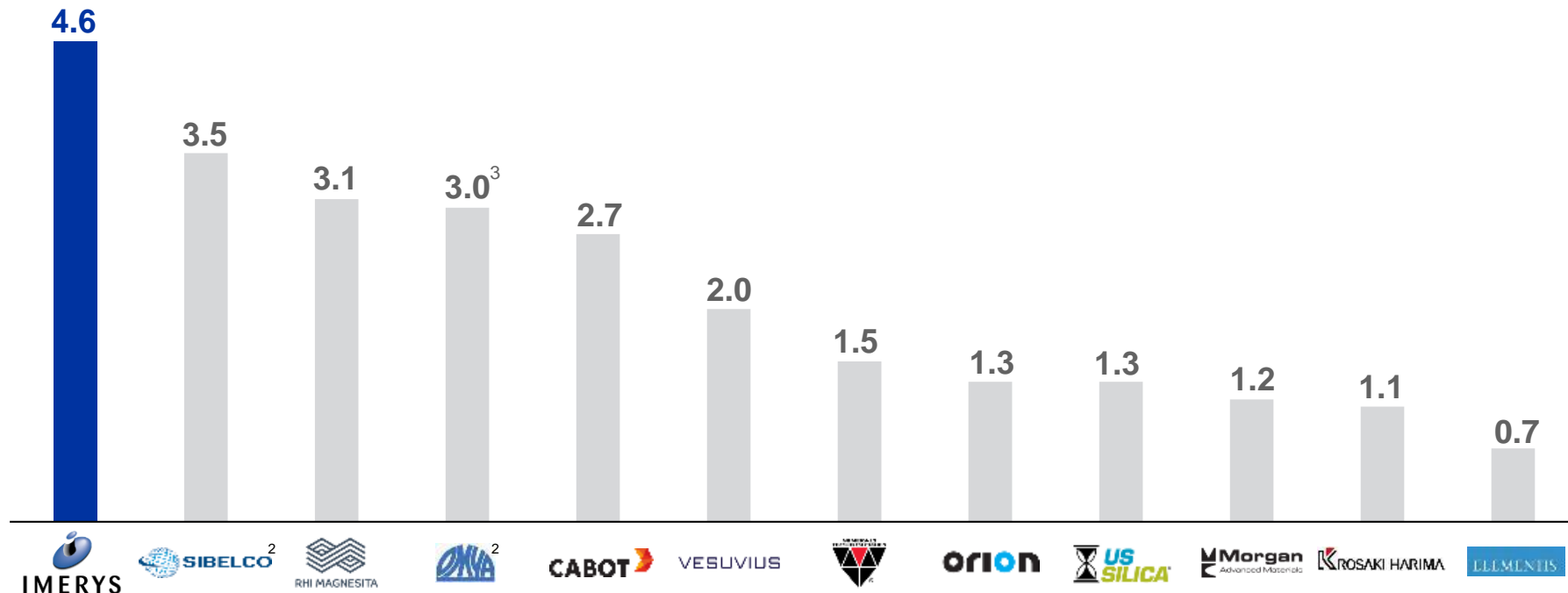


Notes: ¹ LTA per million worked hour (both employees and subcontractors); ² Environment, Health and Safety; ³ Industrial Minerals Association; ⁴ Last 12-month LTA

Sources: Industrial Minerals Association

The largest specialty mineral solutions player

IMERYS PEERS 2018 SALES¹ (€bn)



Note: ¹ Reported figures; ² Non-listed companies; ³ Estimates
Source: Companies financial reports

An ambition to step-up our organic growth and further increase our operating profitability

STEADY TOPLINE GROWTH MOSTLY STEMMING FROM M&A

Sales CAGR
14–18¹

Total
+5.6%²

o/w
M&A
+5.1%

o/w
organic
+0.4%

IMERYS AMBITION:
STEP-UP
our **ORGANIC GROWTH**

NO IMPROVEMENT IN EBITDA MARGIN

EBITDA margin
(in % of sales)

2014
18.3%

2018
17.3%
(18.1% incl. roof
tiles business³)

IMERYS TARGET:
INCREASE
our operating **PROFITABILITY**

Notes: ¹ Reported sales CAGR. Roof tiles business is included in 2014 and excluded in 2018; ² includes +0.1% p.a. of forex; ³ Including roof tiles business until October 11th 2018

Our action plan to step-up organic growth



**Customer-centric
organization**



**Differentiated
business
mandates**



**Focus
on high-growth
geographies**



**Portfolio
management
(M&A)**

Our action plan to increase operating profitability



Our organic growth ambition and profitability targets

STEP-UP ORGANIC GROWTH

**Ambition to gradually
ramp-up organic
growth
to reach underlying
markets level
by 2022¹**

Underlying
market growth
estimated at
ca. 2.0% p.a.¹

INCREASE OPERATING PROFITABILITY

**Target of 2022
current EBITDA
margin
up by +200bp
vs. 2018²**

€100m cost
savings
in 2022

¹ In normal trading conditions

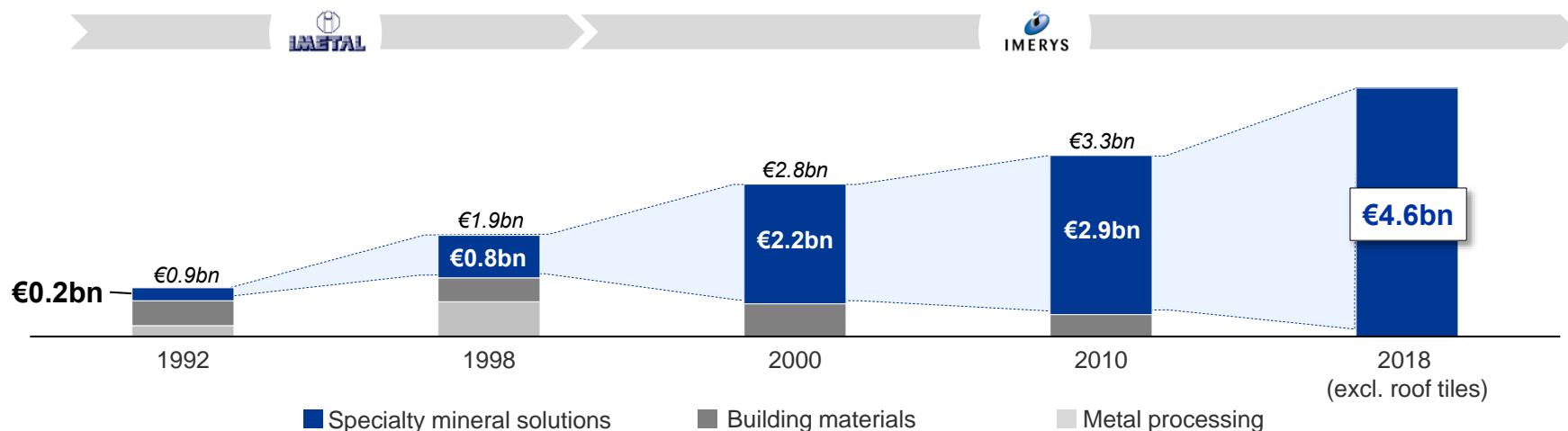
² Current EBITDA margin was 17.3% in 2018.

Imerys strategy for profitable growth

Olivier HAUTIN – Chief Strategy Officer

Imerys has become a pure player in specialty mineral solutions

IMERYS REVENUE (€bn)



Non-ferrous metal ores¹

Metal processing²

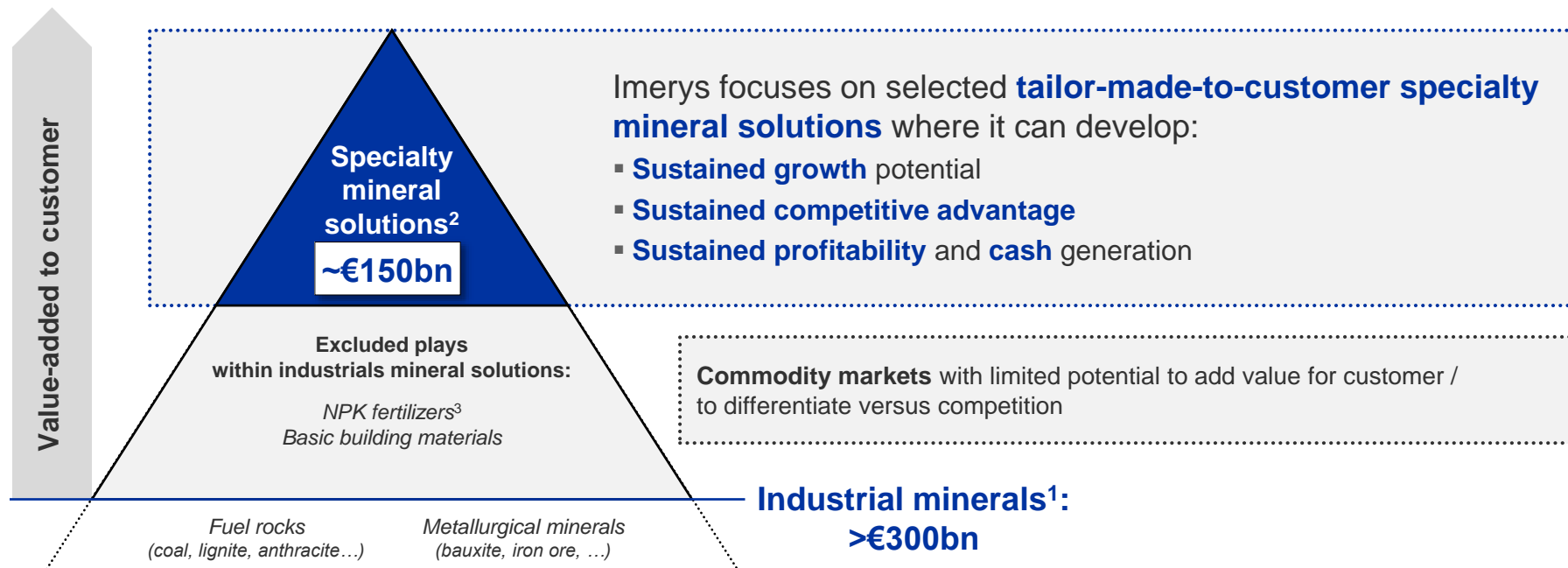
Building materials

Specialty mineral solutions

Notes: ¹ Notably nickel through a non-controlling non-consolidated stake in Eramet - Société Le Nickel;

² Notably iron seamless tubes and wires production

...focusing on specialty niches to bring high value to customers



Notes: ¹ Excludes semi-finished building products (tiles, dimension stones, slates, ...); ² Including more than 80 minerals (e.g. kaolin, talc, bentonite...); ³ 3-component fertilizers comprising Nitrogen (N), Phosphorus (P), and Potassium (K)

Sources: Industrial Minerals, United States Geological Survey

We are the partner of choice to the industries we serve

MARKET POSITION

SHARE OF IMERYS REVENUE¹

MARKET EXAMPLES

#1

75%

- Calcium aluminate cements for building chemistry
- Conductive additives for Li-ion batteries
- High-end talc for automotive plastics / thermosets
- Acidic monolithic refractories in India

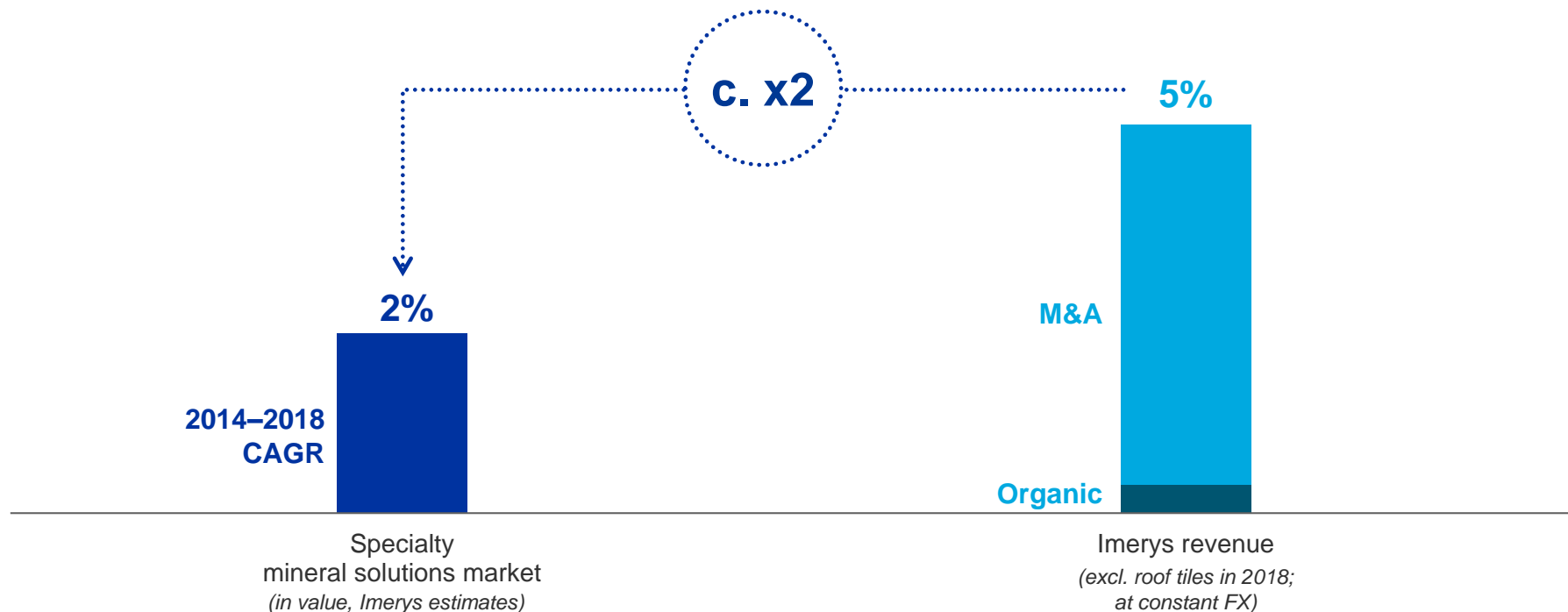
#2
or #3

15%

- Fused alumina for abrasives and refractories in North America
- Bentonite for metal casting in North America

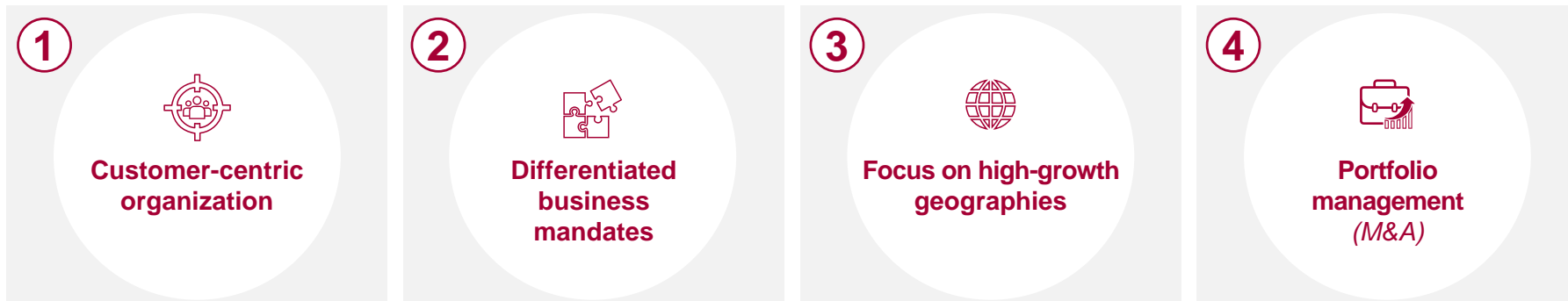
Note: ¹ Excluding by-products sales where market share computation is not relevant

We have outperformed specialty mineral solutions market growth with M&A



Our action plan to step-up organic growth and increase operating profitability

AMBITION TO STEP-UP ORGANIC GROWTH ...

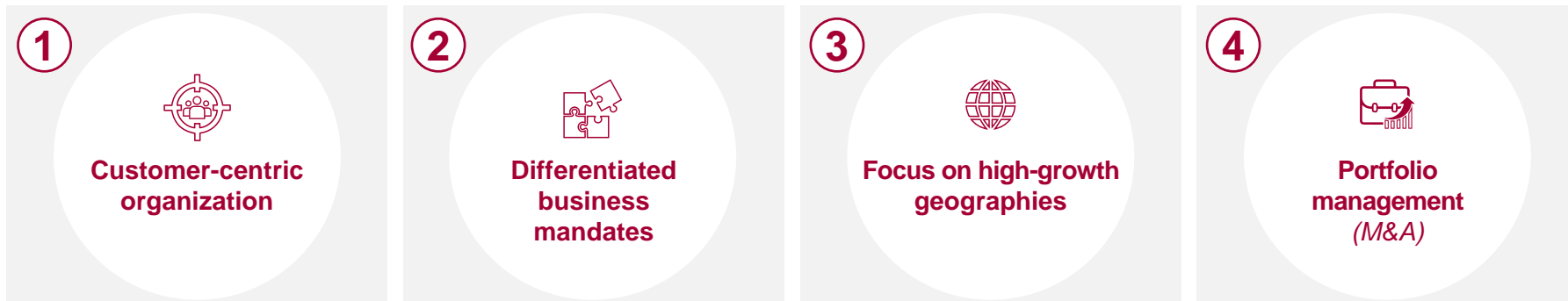


... AND INCREASE OPERATING PROFITABILITY



Our action plan to step-up organic growth and increase operating profitability

AMBITION TO STEP-UP ORGANIC GROWTH ...



... AND INCREASE OPERATING PROFITABILITY

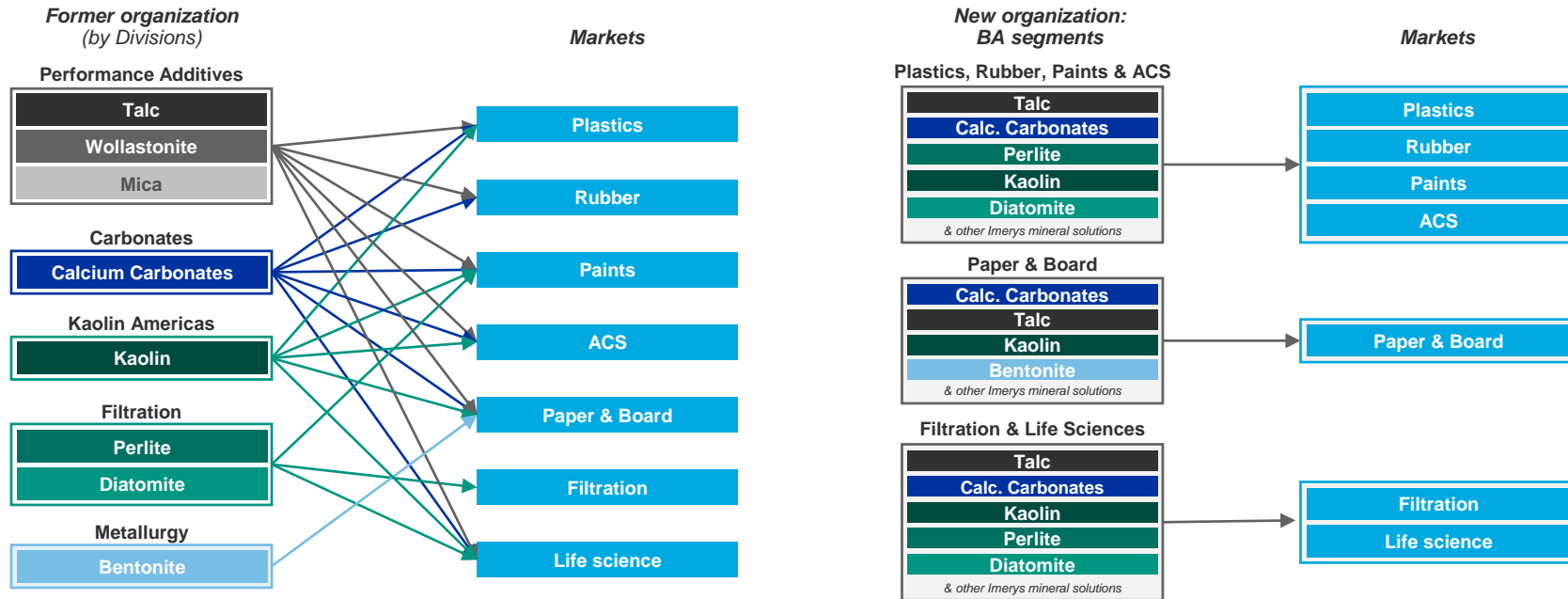


1 Driving organic growth through our customer-centric organization and market driven innovation

FROM A FRAGMENTED PRODUCT PORTFOLIO

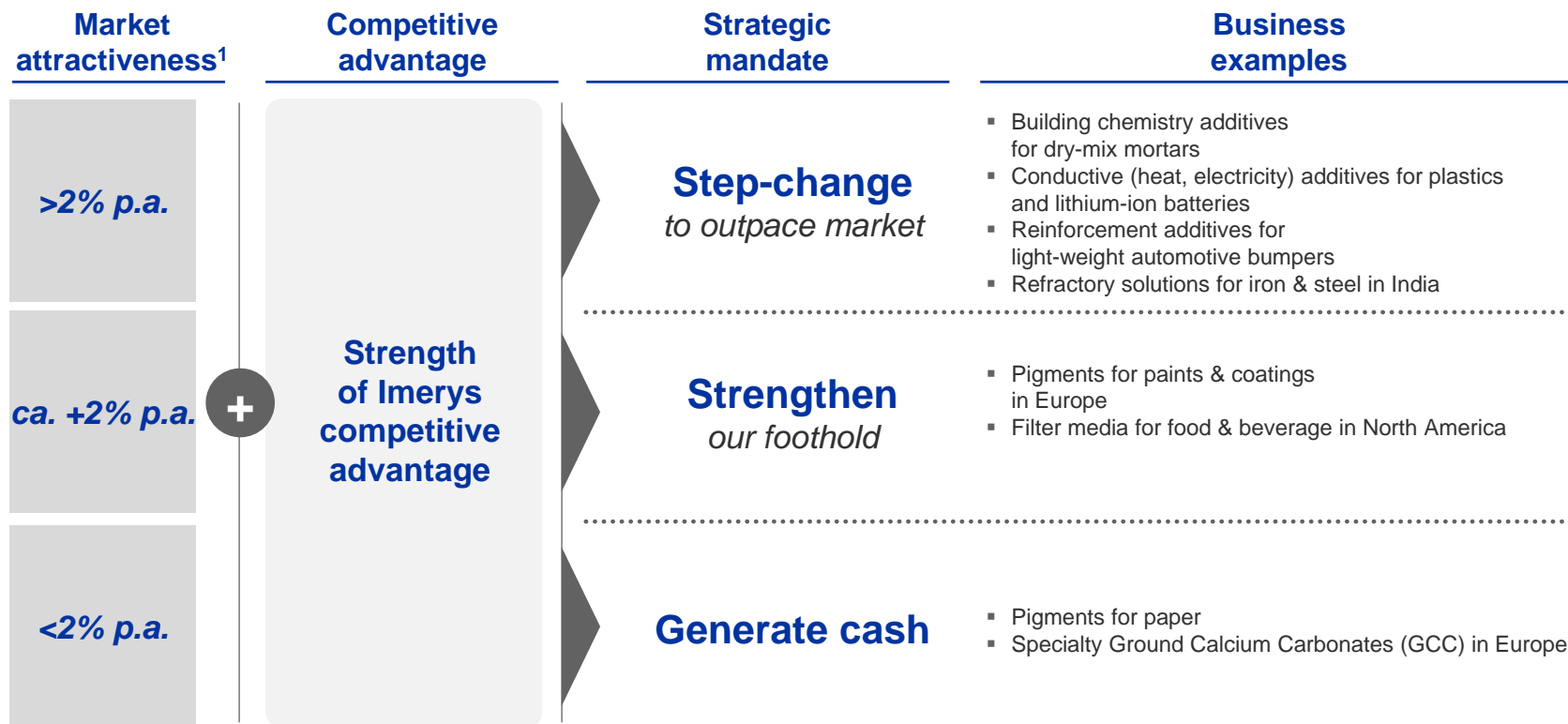


TO A FULL PORTFOLIO BROUGHT TO THE CUSTOMER



Commercial excellence and market-driven innovation

2 We have defined differentiated mandates for our diverse portfolio

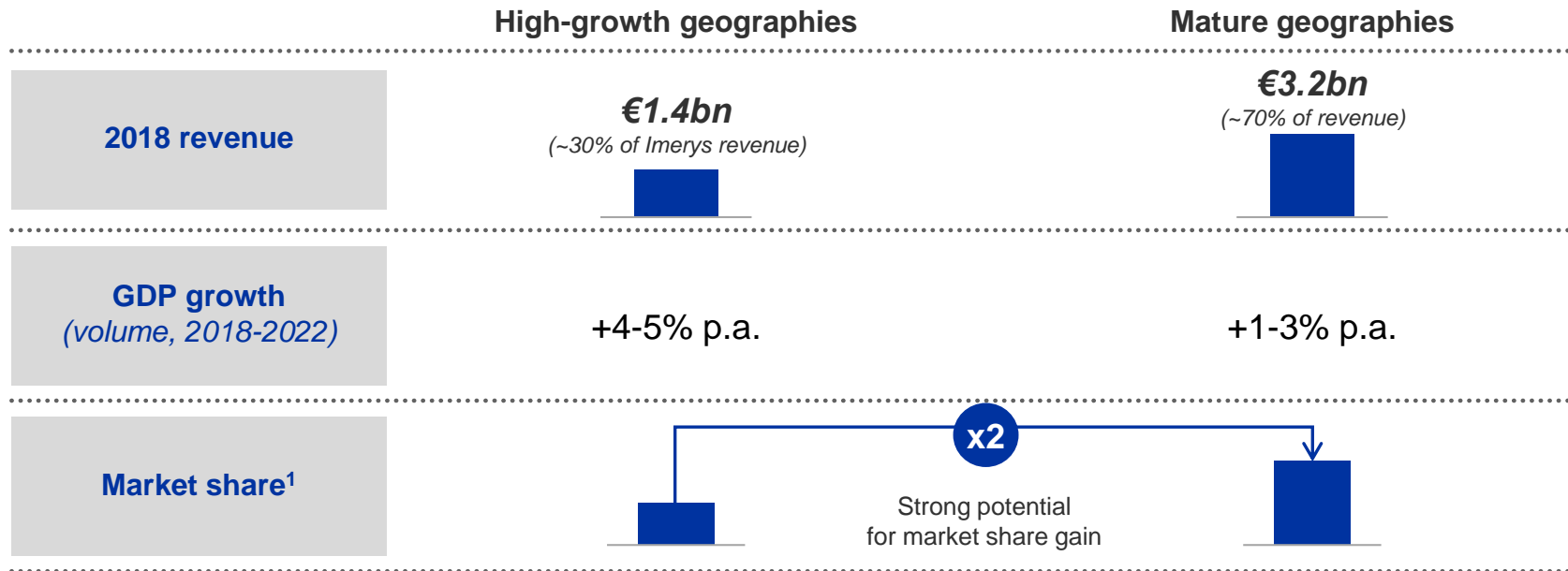


Note: ¹ Average 2018-2022 market growth in value for the associated set of businesses in similar economic environment

3

Imerys has strong potential for market share gains in high-growth geographies

IMERYS REVENUE BY GEOGRAPHY (2018)



Note: ¹ Market share analysis excludes minor businesses for Imerys (where market share is <5%)

Sources: Oxford Economics

④ Redeploying our capital in high growth markets

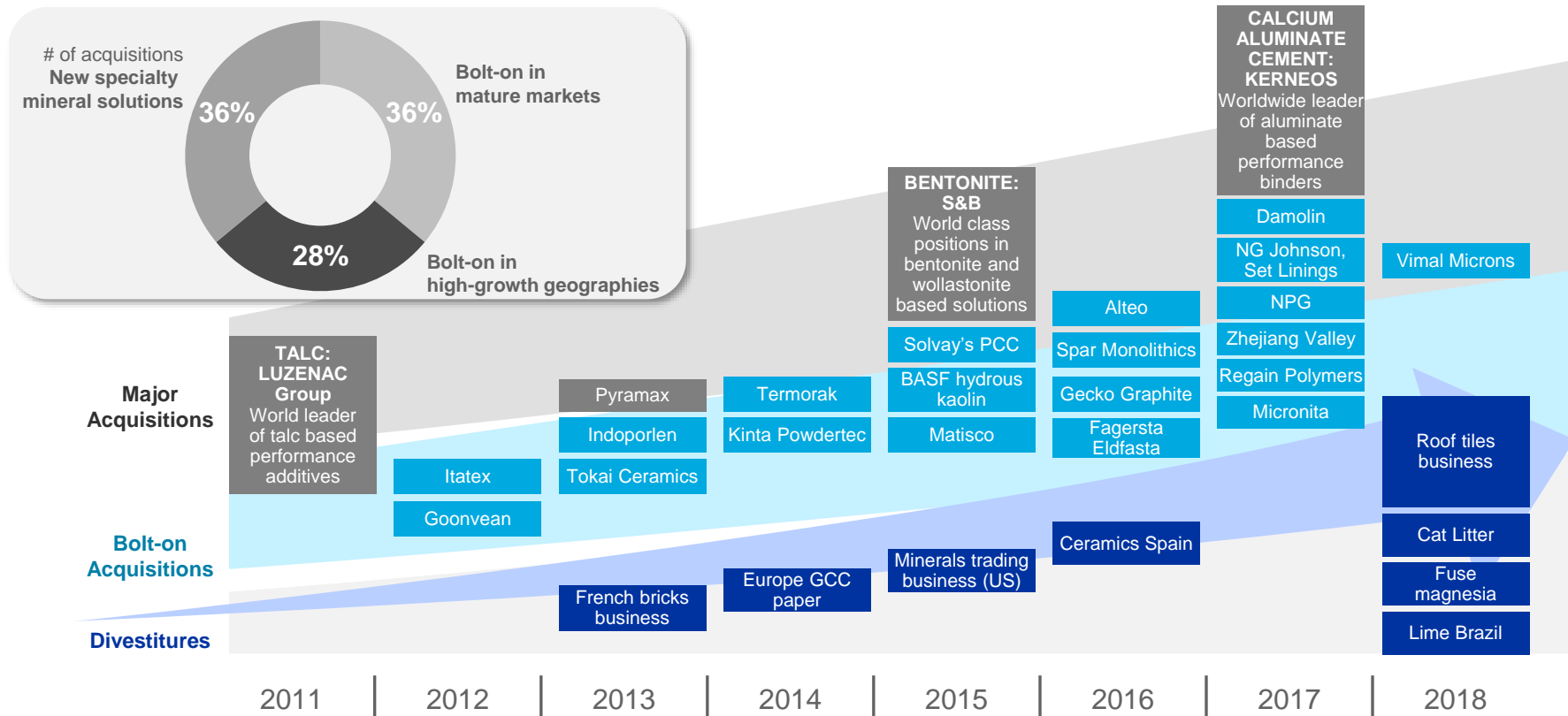


Global Building Chemistry additives market growing at **>4% p.a.** in volume



French roof tiles market decreasing at **-4% p.a.** in volume (2012-2017)

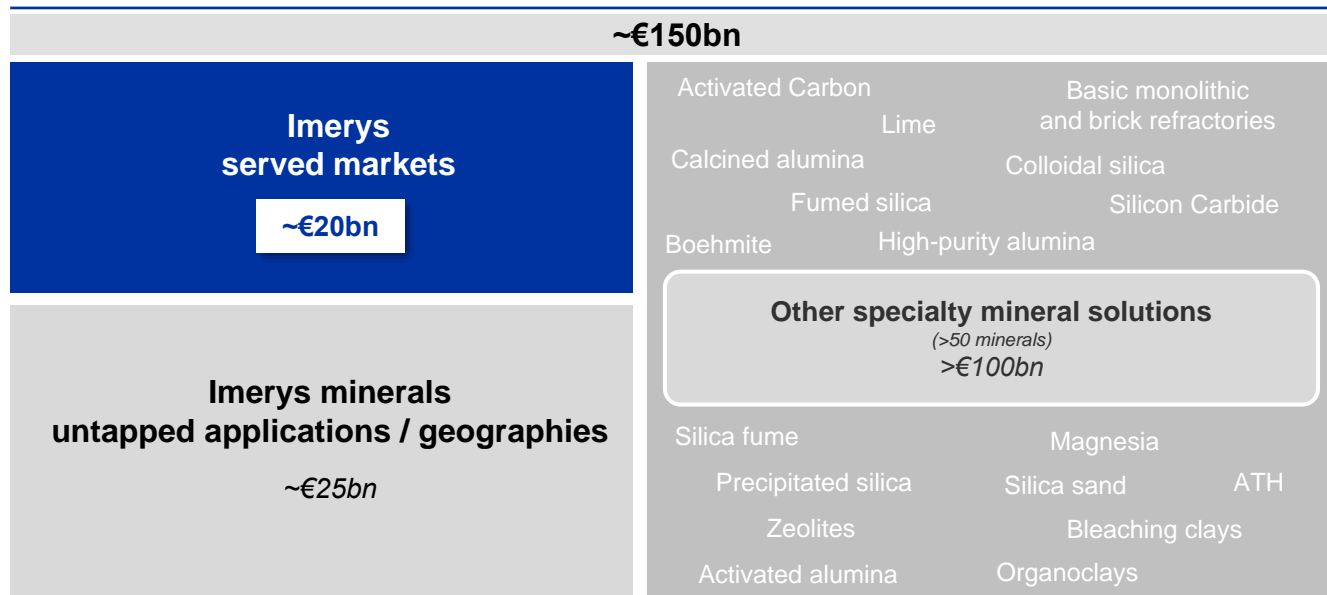
4 We will leverage our M&A track-record and capabilities ... IMERYS



4

...to grow further in specialty solutions

SPECIALTY MINERAL SOLUTIONS



Complementing organic growth with synergistic M&A

Ambition to step-up organic growth



Seek synergistic M&A

Gradual ramp up of organic growth to reach our underlying markets level

Higher customer intimacy

Differentiated business mandates

Focus on high-growth geographies

Market-driven innovation

Continue to consolidate our foothold and expand our market

New geographies, notably APAC

New applications

New solutions

Leveraging our new operating model

Our action plan to increase operating profitability

AMBITION TO STEP-UP ORGANIC GROWTH ...

1



**Customer-centric
organization**

2



**Differentiated
business
mandates**

3



**Focus on high-growth
geographies**

4



**Portfolio
management
(M&A)**

... AND INCREASE OPERATING PROFITABILITY

5



**Leaner, more efficient
organization**

6



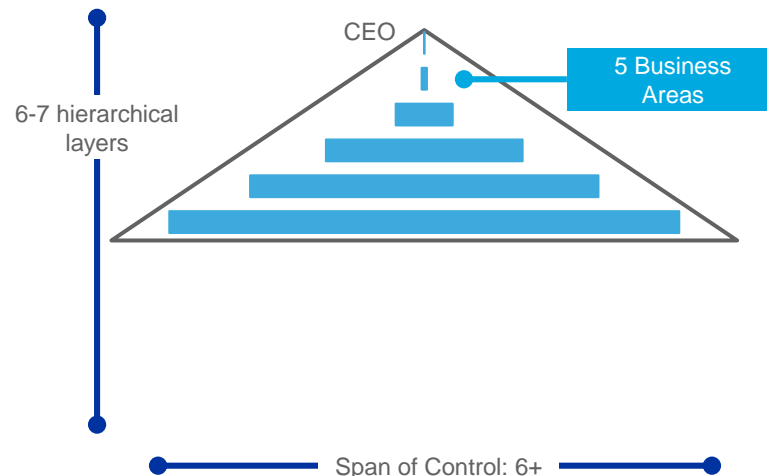
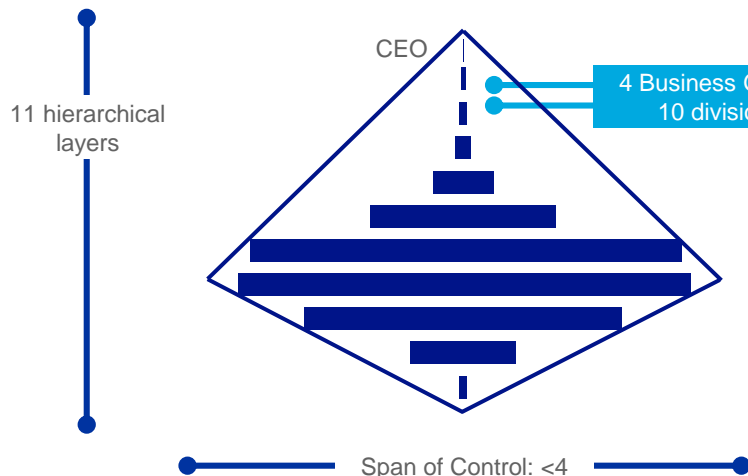
**Functional
excellence**

5 Our new market-focused organization brings our managers closer to our customers and our shop floor

FROM A SUB-OPTIMAL ORGANIZATION STRUCTURE ...



... TO SIMPLIFIED, MORE EFFICIENT ORGANIZATION



Our new organization:

- Greater **empowerment**
- **Faster decision** making
- Increased focus on **customers & operations**
- Best in class **functional excellence**

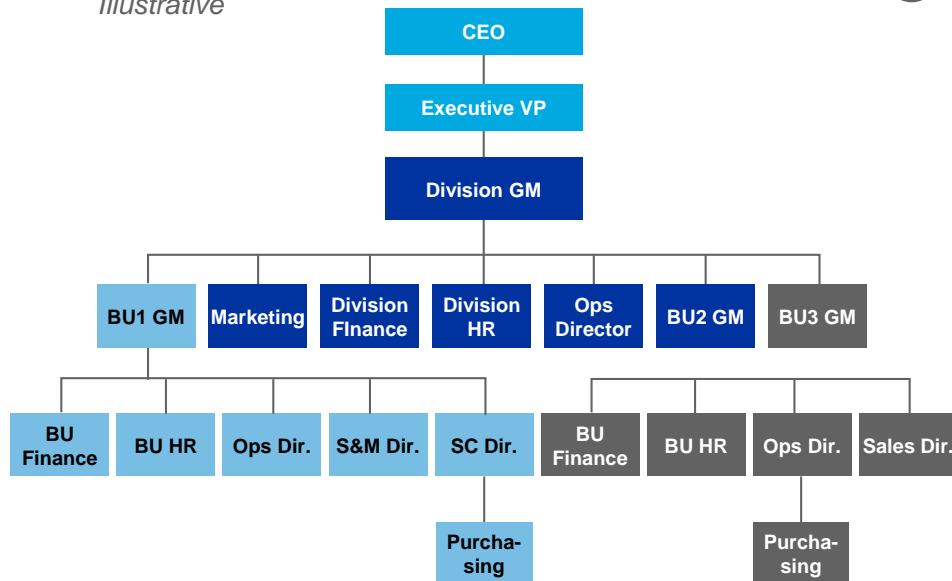
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We will leverage our size to maximize our functions efficiency and excellence

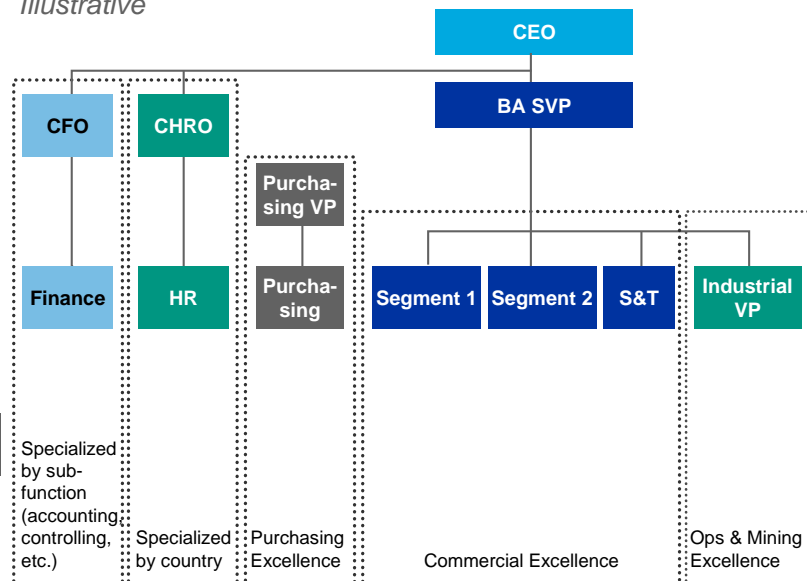
FROM HETEROGENEOUS MANAGEMENT STRUCTURE ...

... TO FUNCTIONALLY SPECIALIZED ORGANIZATION

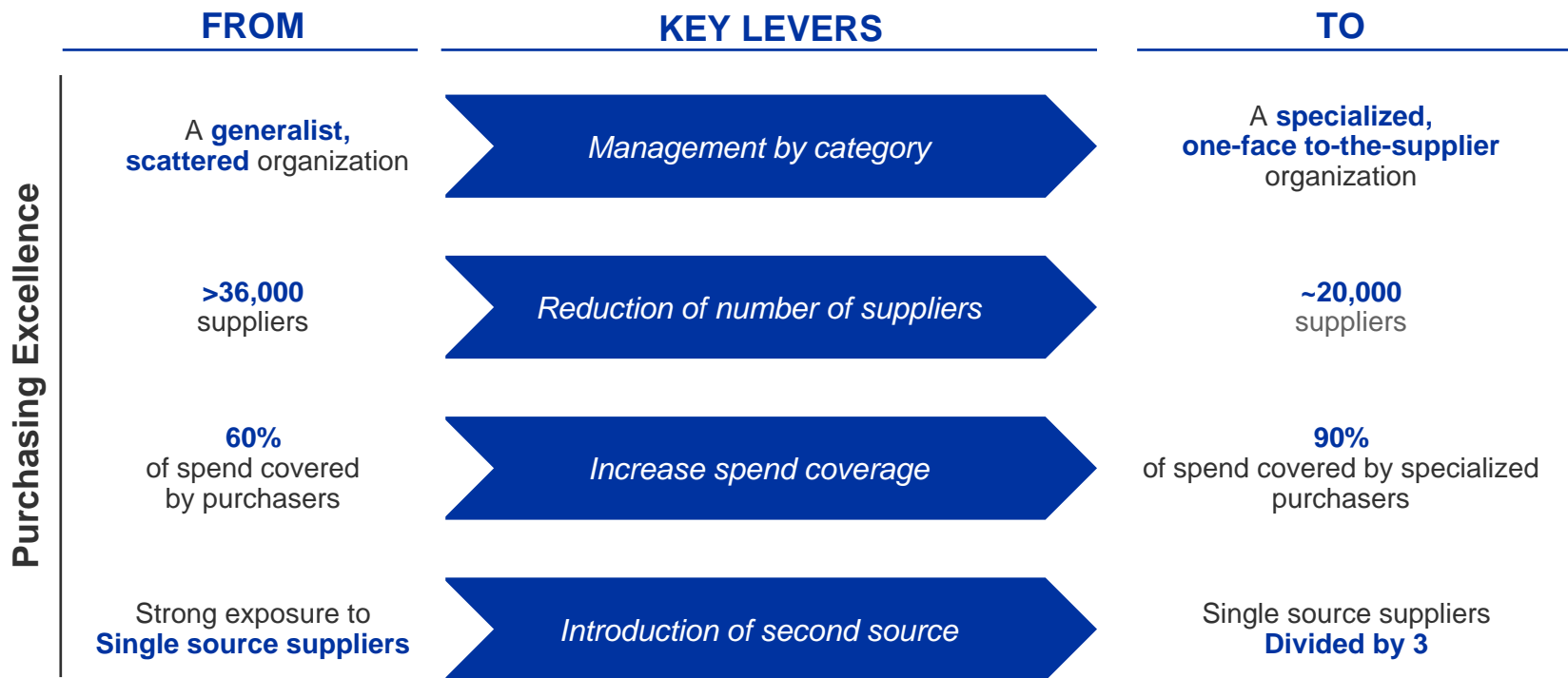
Illustrative



Illustrative



Specialized by function
Cost efficiency and expertise
Functional excellence



Our strategy for **profitable growth**

GROUP STRENGTHS

- Unique mineral assets and processes
- Application knowledge
- Strong positions in high value niche markets



ACTION PLAN

- Customers at the center of organization and market driven innovation
- Focus on high-growth geographies
- Centralized purchasing
- Functional excellence
- Simpler, delayed organization
- Scale in functions (shared services)



**A new
operating
model**

Ambition to step-up organic growth

... and increase operating profitability

Continue M&A effort with a better integration model

Capital Markets Day agenda

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14:30pm	Q&A	

Business areas presentation

Conrad KEIJZER – Chief Executive Officer

Guillaume DELACROIX – Performance Minerals EMEA

Jim MURBERGER – Performance Minerals Americas

Cyril GIRAUD – Performance Minerals APAC

Philippe BOURG – Refractories, Abrasives & Construction

Michel CORNELISSEN – High-Temperature Solutions

The new market-focused organization replaces 4 business groups and 10 divisions with just 5 business areas

PERFORMANCE MINERALS



**Guillaume
Delacroix**

PERFORMANCE MINERALS
EMEA
(€1.0bn)



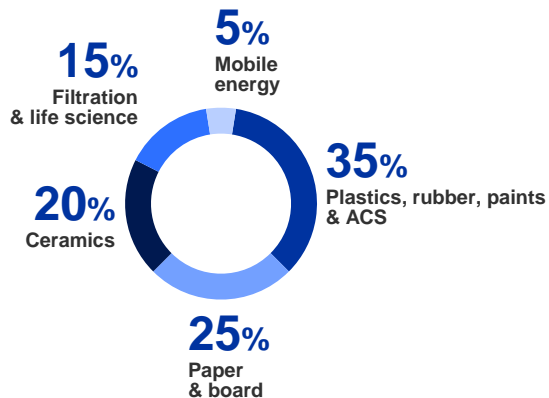
**Jim
Murberger**

PERFORMANCE MINERALS
AMERICAS
(€1.2bn)



**Cyril
Giraud**

PERFORMANCE MINERALS
APAC
(€0.4bn)



HIGH TEMPERATURE MATERIALS & SOLUTIONS



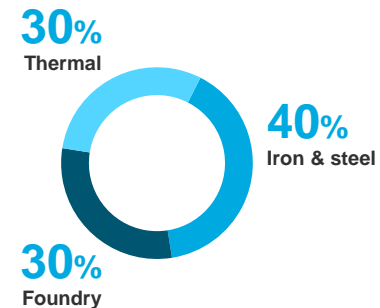
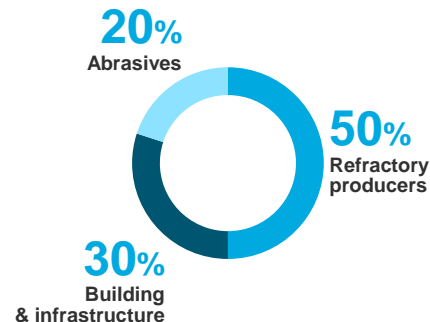
**Philippe
Bourg**

REFRACTORY, ABRASIVES
& CONSTRUCTION
(€1.3bn)



**Michel
Cornelissen**

HIGH TEMPERATURE
SOLUTIONS
(€0.8bn)



Note: figures including North American talc

New organization to step up organic growth and leverage our scale

STEP-UP ORGANIC GROWTH ...



**Customer-centric
organization**



**Differentiated
business
mandates**



**Focus
on high-growth
geographies**



**Portfolio
management
(M&A)**

... AND INCREASE OPERATING PROFITABILITY



**Leaner, more
efficient
organization**



**Functional
excellence**

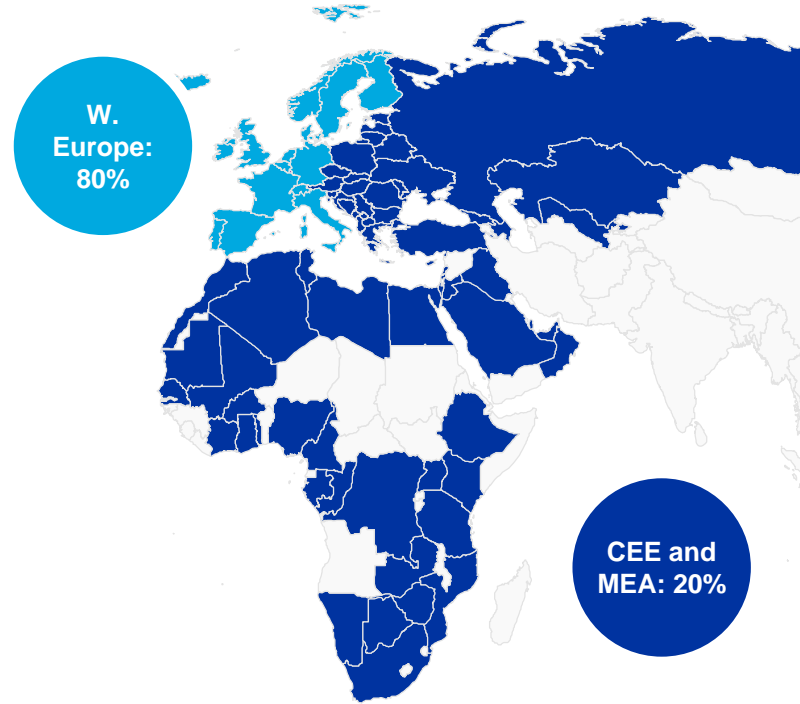
Performance Minerals EMEA

Guillaume DELACROIX – Senior Vice President

Performance Minerals EMEA at a glance

BUSINESS AREA FOOTPRINT

€1.0bn revenue in 2018



MAIN APPLICATIONS & CUSTOMERS SERVED

Plastics, rubber, paints
& ACS
(c.35% of BA revenue)



Ceramics (c.25%)



Paper & board (c.25%)



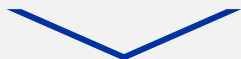
Filtration & life science
(c. 15%)





One-stop shop offer will unleash growth in EMEA

- 18 of our top 20 customers use multiple minerals from our portfolio, but do not buy all of them from us
- Share of wallet at a given customer may vary from 1 to 10x between minerals and regions



One-stop shop will allow for share of wallet growth and differentiated customer experience

Key Account
Management

Scale in R&D

Technical support
seamless coverage

In-depth application
knowledge

Scale and depth in each market segment

EXAMPLE OF PAINTS



KEY CLIENTS



KEY MINERALS

- Carbonates
- Mica
- Talc
- Kaolin
- Diatomite
- Perlite

KEY PROPERTIES

- Matting effect
- Stain blocking
- Crack resistance
- Ease of application
- TiO₂ reduction
- Volatile organic compound reduction

Customer-based innovation will boost organic growth



<p>Our customers ask us how to deal with...</p>	  <p>EVOLVING REGULATIONS AND TASTE</p>	 <p>AUTO LIGHTWEIGHTING CHALLENGE</p>	 <p>MORE SUSTAINABLE FOOTPRINT</p>
Lever	One-stop shop	Marketing and R&D alignment by segment	Key Account Management
Enabler	Mineral agnostic approach	Scale in R&D	Long-term partnership
Roadmap	Engineered solution	Application-driven labs Innovation partnership	Customer-driven development
Ongoing action	Formulations for low TiO ₂ paints and personal care	Next generation of plastics additives	On-site recycling of minerals



Performing in challenging markets: Paper segment

DECREASE EXPOSURE TO PAPER

Lever

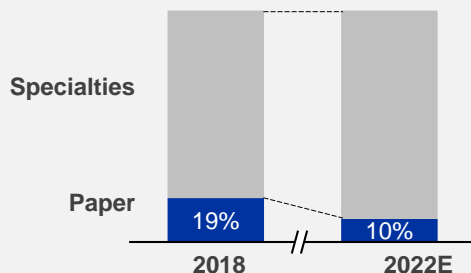
- Differentiated business mandates

Enabler

- One-stop-shop supports sales beyond paper
- Customer-driven innovation in non-paper applications

Roadmap (calcium carbonate example)

SHARE OF REVENUE

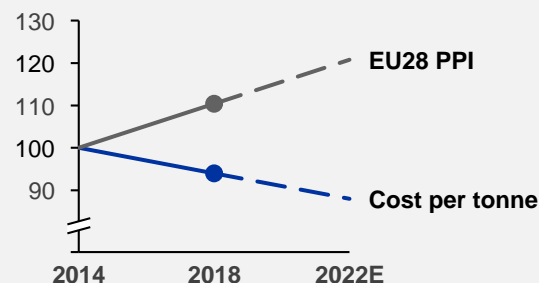


INCREASE COMPETITIVENESS OF INDUSTRIAL FOOTPRINT

- Functional excellence in industry

- Industrial footprint optimization
- Continuous improvement program rollout

PRICE / COST INDEXES (BASE 100 IN 2014)



Social license to operate – Milos case study

Operating model in Milos relies on the long-term co-existence of **mineral** and **tourism businesses**

**Mine
rehabilitation:
Vineyard
development**



**Biodiversity:
Local species
re-introduction**



**Support
to tourism:
Guided treks**



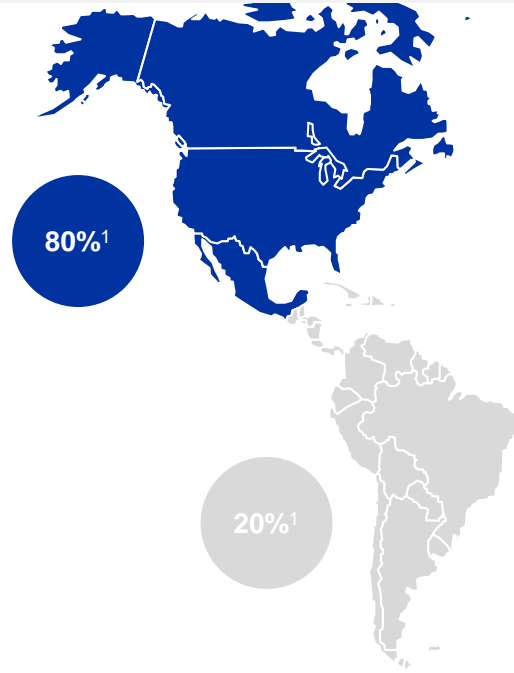
Performance Minerals Americas

Jim MURBERGER – Senior Vice President

Performance Minerals Americas at a glance

BUSINESS AREA FOOTPRINT

€1.2bn revenue in 2018



Note: ¹ Excluding talc

MAIN APPLICATIONS & CUSTOMERS SERVED

Plastics, rubber, paints & ACS (c.40% of BA revenue)



SHERWIN-WILLIAMS.



Ceramics (c.15%)



KOHLER®

Paper & board (c.25%)



Filtration & life science (c.20%)

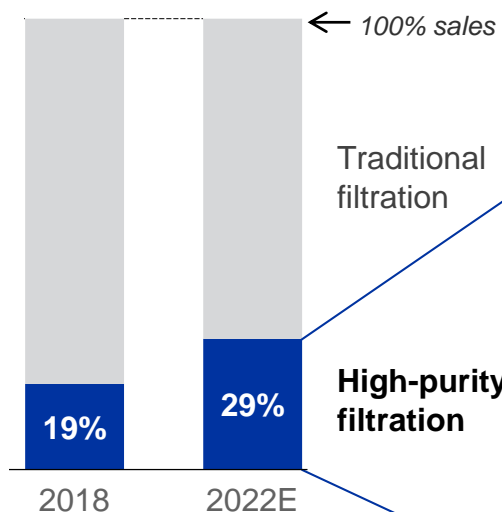


GRIFOLS



Step-up organic growth: filtration & life science

SALES SPLIT IN VALUE



- Mix and COI margin improvement since the acquisition in 2005
- Ambition to accelerate organic growth by 2 percentage points

EXAMPLES OF TARGET SEGMENTS



Celpure®

High purity and high performance filter aid for **blood plasma**



Insulation Services

One-stop-shop for perlite-based insulation **services** focused on **cryogenic applications**



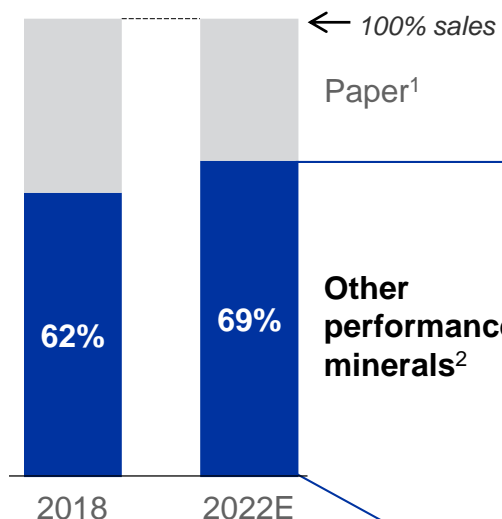
CynerSorb™

Filterable adsorbent to clean **biofuel** of selected impurities (soaps, metals, waxes)



Step up organic growth: Brazil

REVENUE SPLIT IN VALUE



- Repositioning initiated with **acquisitions and new solutions** for Paints & Coating

EXAMPLES OF TARGET SEGMENTS



Paints & Coating

Engineered Mineral Solutions bringing scrub resistance and color stability in decorative paints.



PVC profiles

Super fine calcium carbonate bringing high quality surface, whiteness and dimensional stability in PVC profiles used in windows, doors and roofing



Wire & Cable

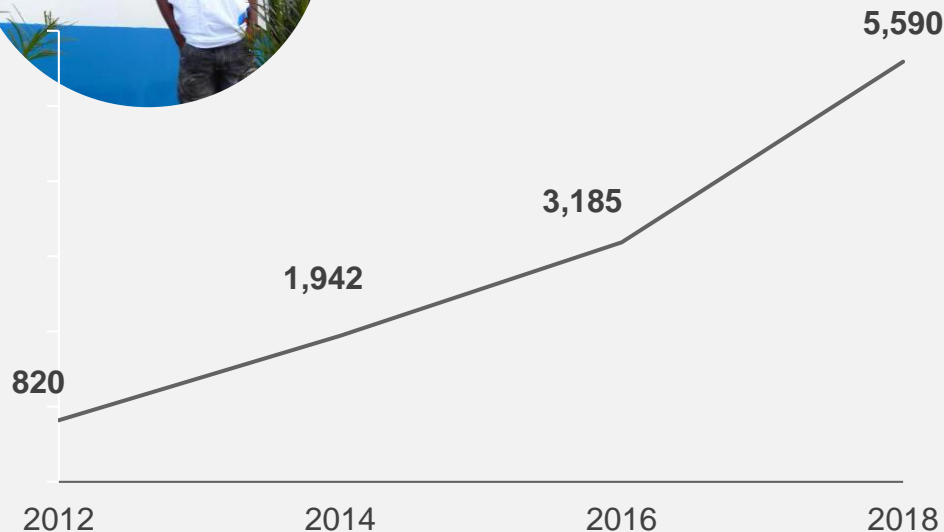
Super fine calcium carbonate bringing better finishing, gloss and mechanical properties to plastic cables

Notes: ¹ Including board; ² Plastics, rubber, paints, ACS, ceramics, filtration & life science

Sustaining full potential: example of Imerys structure well embedded within the communities in North Brazil



NUMBERS OF PEOPLE SUPPORTED IN THE 3 'CASA IMERYS'



- Since 2012, Imerys has built **3 'Casas Imerys' in North Brazil**
- These physical structures:
 - Demonstrate Imerys' **commitment** to the local communities
 - Provide a physical space for Imerys to offer high-quality services such as **school tutoring and computer classes**
- Their success is measured by the number of people supported
 - up from 800 in 2012 to **more than 5,000 persons** in 2018

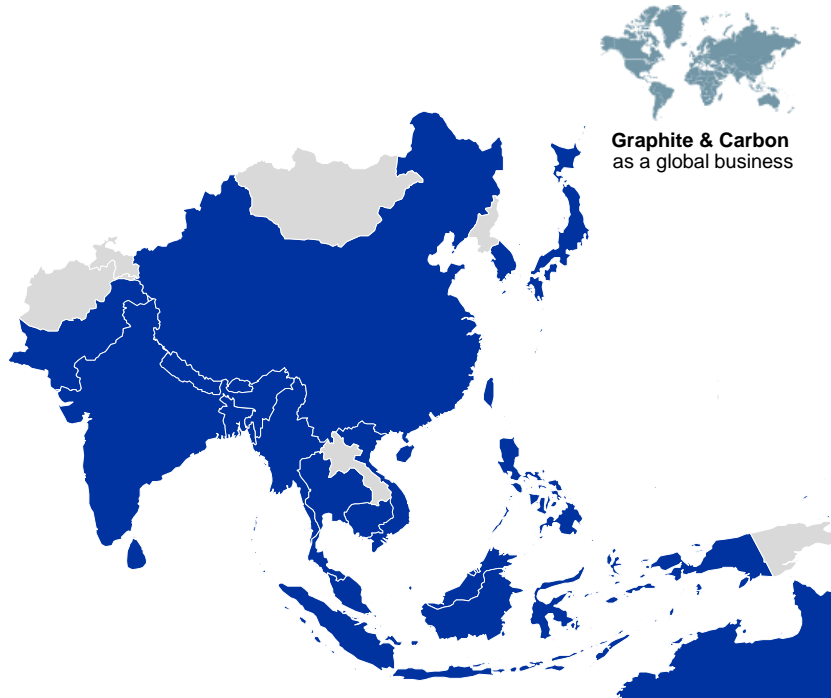
Performance Minerals APAC

Cyril GIRAUD – Senior Vice President

Performance Minerals APAC at a glance

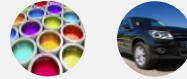
BUSINESS AREA FOOTPRINT

€0.4bn revenue in 2018



MAIN APPLICATIONS & CUSTOMERS SERVED

Plastics, rubber, paints
& ACS
(c.25% of BA revenue)



Ceramics
(c.20%)



Filtration & life science
(c.10%)



Paper & board
(c.30%)



Mobile energy
(c.15%)

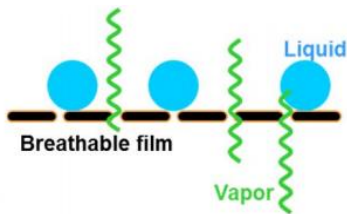


We are well positioned to take advantage of market opportunities in a dynamic region



PROVEN TRACK RECORD OF ADDRESSING ASIAN MARKETS' PREMIUMIZATION TREND...

- FilmLink™: a proven technology of Ground Calcium Carbonates (GCC) for breathable plastics (*diapers, hygiene products*)



- Successful Asian operation set up to serve local dynamic market with local assets

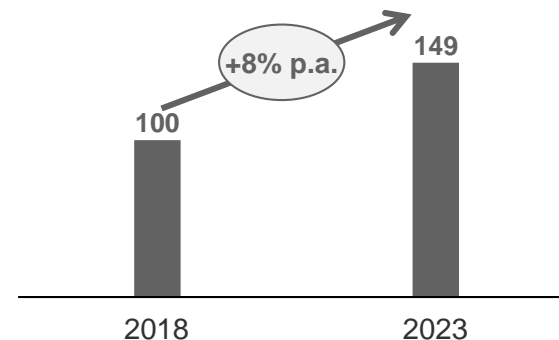


...TO BE LEVERAGED FOR FUTURE DEVELOPMENTS

- Light-weighting trend in Automotive industry
- Chinese objectives by 2020: 117g CO₂/km and 5l/100km fuel consumption (c. -30% vs. 2015)

→ **Development opportunity for our proven lightweight plastics solution**

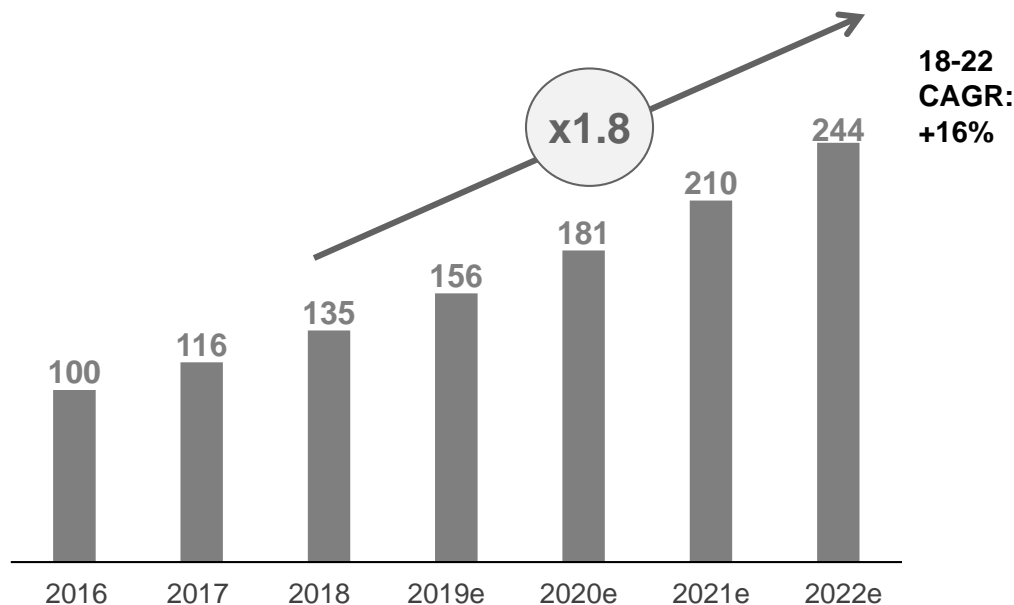
Demand for lightweight plastics solutions in Automotive (indexed)



We are well positioned to take advantage of market opportunities in a the dynamic Li-ion batteries market



GRAPHITE AND CARBON BLACK CONDUCTIVE ADDITIVES DEMAND FOR LI-ION BATTERIES (base 100 in 2016)



- Leadership position in conductive additive materials
- Unique processes & product portfolio
- Strong customer service network



A new setup and an aggressive focus on growing in China and India



Strong growth potential

+6% p.a.
Real GDP growth 2018-2022



+8% p.a.
Real GDP growth 2018-2022

A focused new organizational setup

Dedicated country chairmen
Performance Minerals + High Temperature Materials and Solutions

A clear path to target profitable growth

Increase our footprint as a local player
Aggressively improve positions in ceramics, plastics, and paints and coatings both organically and through M&A

Examples:

- Carbonates for specialties:
Wuhu greenfield (2018)
- Calcium carbonate for plastics:
Vimal Microns acquisition (2018)
- High alumina cement: Vizag plant (2019)

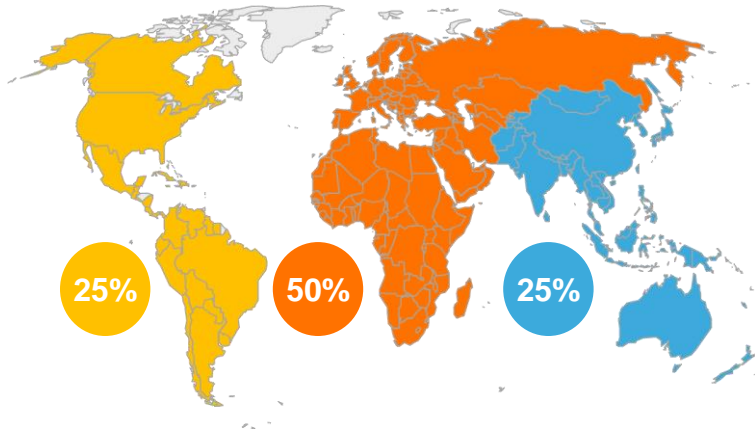
Refractory, Abrasives and Construction

Philippe BOURG – Senior Vice President

Refractory, Abrasives & Construction at a glance

BUSINESS AREA FOOTPRINT

€1.3bn revenue in 2018



MAIN APPLICATIONS & CUSTOMERS SERVED

Refractory producers
(~50% of BA revenue)

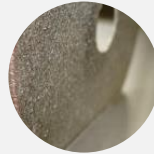


VESUVIUS



SHINAGAWA REFRACTORIES

Abrasives
(~20%)



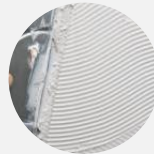
3M Science.
Applied to Life.™



TYROLIT



Building & infrastructure
(~30%)



SAINT-GOBAIN

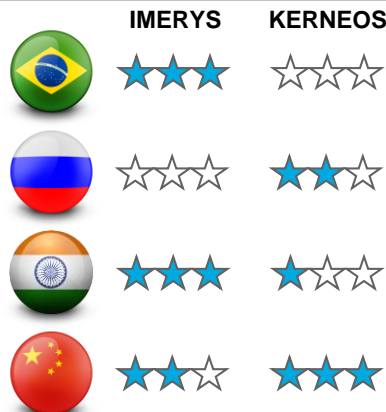


Successful track record in acquisition: ex. Kerneos



DEVELOPMENT SYNERGIES

Complementary regional presence



Kerneos integration increased the share of wallet per customer

Evolution of Imerys + Kerneos revenue in 2018 vs. 2015

Key Account #1:
Refractory

+27%

Key Account #2:
Construction

+20%

COST SYNERGIES

Imerys transformation accelerates integration of Kerneos

Leverage purchasing

Purchase volume post merger

Alumina

+100%

Bauxite

+30%

SG&A reduction

Simplified new organization



+20%

Synergies vs. business plan after 18 months of integration

CSR: growing differentiation factor vs. competition



**Increase lifetime of waste water
sewage treatment facilities
in big cities by 3 times vs.
conventional products**

Paris, Washington, Singapore, Sidney,
Montreal, Cape Town, Doha



**Model for Chinese plants
on environmental management**

Zhengzhou plant identified as being
at the forefront of emission control
for the industry



**Energy diversification as main
target**

Conversion of 90% of refractory minerals
kilns to waste biomass fuel by 2020

Over 320,000 m² of solar panels identified
to be installed in South Africa, US
and Europe



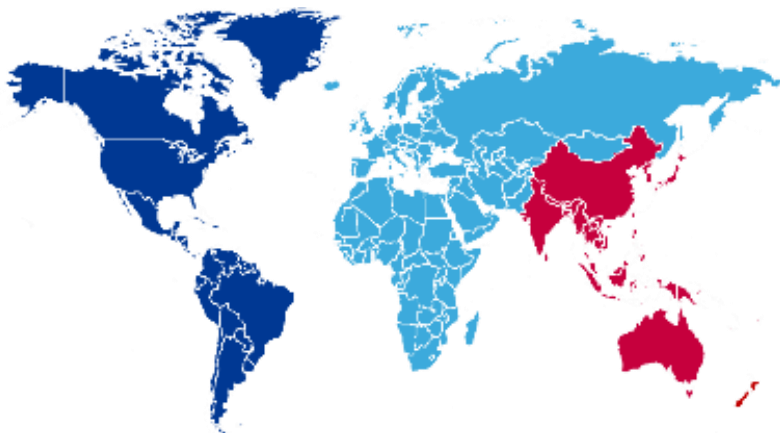
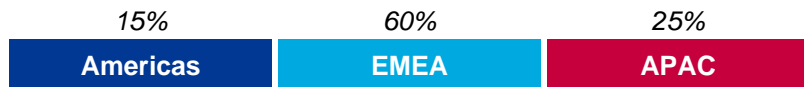
High Temperature Solutions

Michel CORNELISSEN – Senior Vice President

High Temperature Solutions at a glance

BUSINESS AREA FOOTPRINT

€0.8bn revenue in 2018



MAIN APPLICATIONS & CUSTOMERS SERVED

Iron & steel
(~40%)



Foundry
(~30%)



Thermal
(~30%)



We bring value to customers along a full-service value chain

HIGH-TEMPERATURE SOLUTIONS VALUE CHAIN

(Raw) material selection

Product formulation

Engineering & design

Manufacturing

Logistics & delivery

Technical support

Project management

Supervision

Installation

Dry-out & commissioning

Predictive maintenance

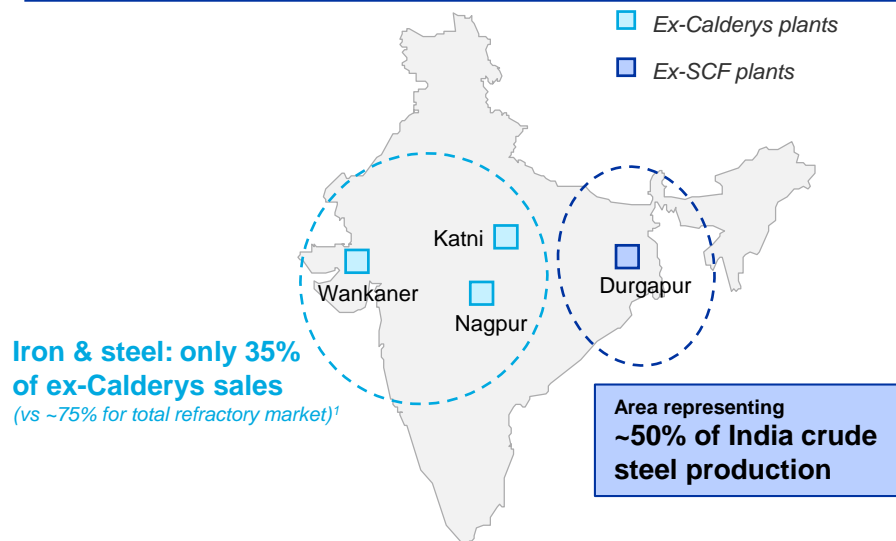


- Based on **in-depth understanding** of customer **applications**
- **Formulation** expertise
- **Strong service** business
(*design, engineering, installation supervision*)
- **Low capital intensity**
- **Vertically integrated** (*raw material side*)



New customer-centric organization to increase market shares in Iron & steel in India

INDIA IRON & STEEL SITUATION



2nd largest crude steel producing country (107mt, 2018)

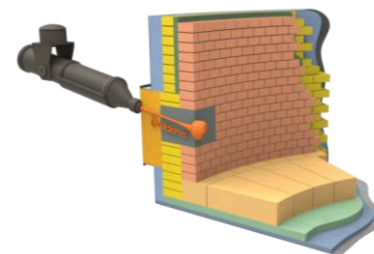
Crude steel production expected to **grow by ~5-6% p.a.** over 2018 to 2025

Note: ¹ Excluding sponge iron
Source: Tata Steel, World Steel Association
Capital Markets Day | **June 13, 2019**

IMERYS GROWTH INITIATIVES

On-going investments to enhance **product portfolio** and **increase penetration** in iron and steel

- **Lance pipes:** We have started world class production facility of refractory lances for high-quality steel production in Katni
- **Tap hole clays:** New production line for tap hole clay to be developed in Nagpur
- **SCF:** Ongoing expansion project in Durgapur to cater to growing demand from steelmakers



Foundry topline opportunities

METAL MELTING

Offered
solutions

FURNACE REFRACTORIES
AND FLUXES

Previously
addressed
by:



MOULDING

GREEN MOULD SANDS



POURING AND CASTING

COATINGS



A one-stop-shop to the foundry market

Advancing on sustainability and cost reduction via raw material recycling



OPPORTUNITIES

- Reduced **availability of Chinese raw materials**
- Opportunities to help our customers **reduce their environmental impact** related to **disposal of their used refractories**
- Support and develop **circular economy**

SOLUTIONS



REDUCE
the use of
virgin raw materials



REUSE
waste or rejects
from process

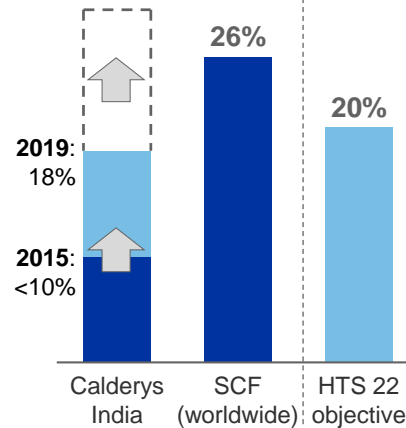


RECYCLE
used refractories
or other used ceramic
products

ACHIEVEMENTS & OBJECTIVES

RECYCLED RAW MATERIALS (2019 YTD, as a % of total raw materials)

2022 objective:
30%



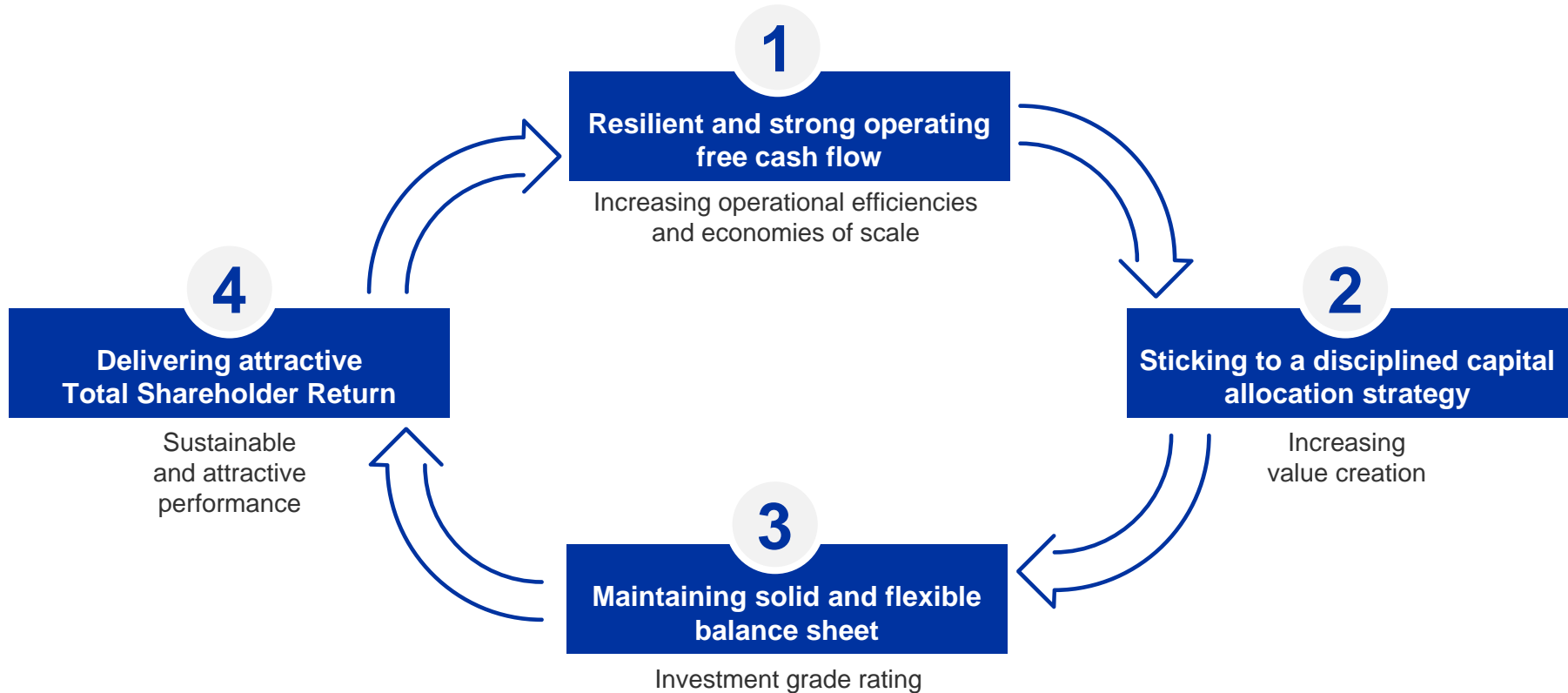
Capital Markets Day agenda

TIME	PRESENTATION	SPEAKER
9:00am	Welcome coffee	
9:30am	Imerys' strengths and ambition	Conrad KEIJZER – CEO
10:15am	Imerys strategy for profitable growth	Olivier HAUTIN – CSO
11:00am	Break	
11:30am	Business areas presentations	Conrad KEIJZER and SVPs
12:30pm	Lunch break	
13:30pm	Capital allocation to ensure long term value creation	Olivier PIROTTE - CFO
14:15pm	Closing remarks	Conrad KEIJZER - CEO
14:30pm	Q&A	

Capital allocation to ensure long-term value creation

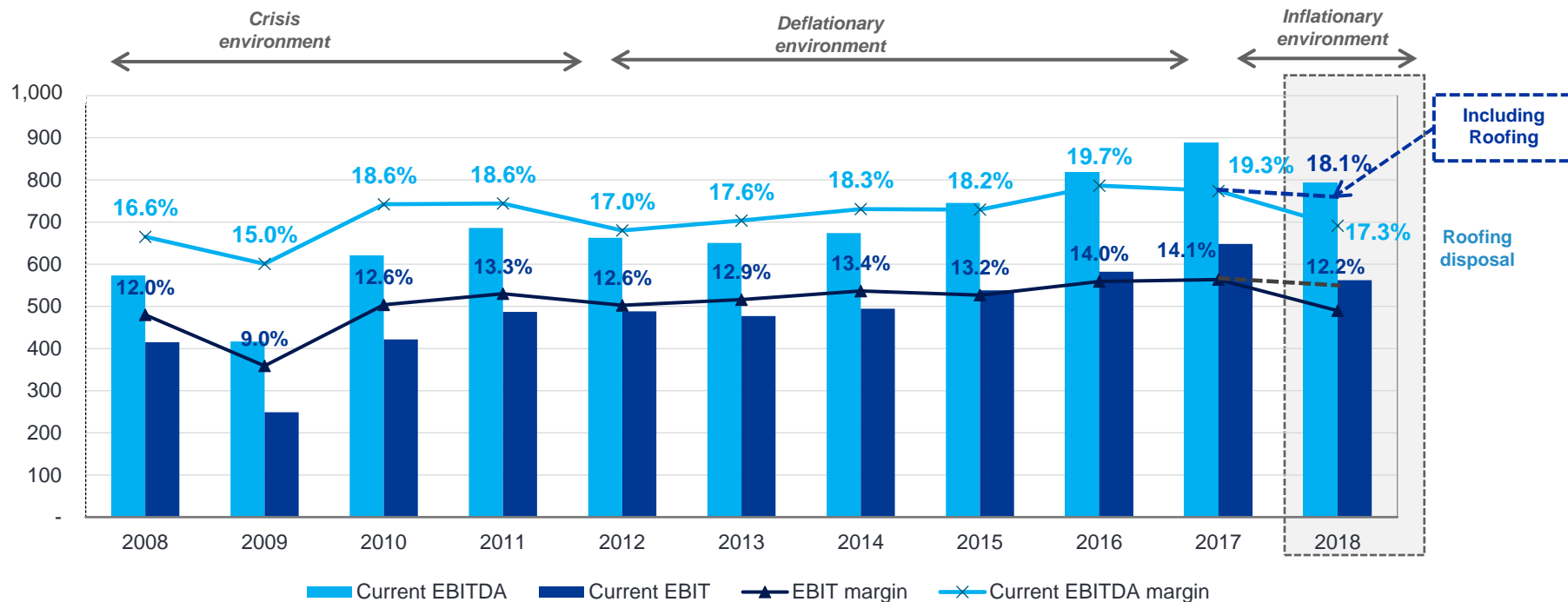
Olivier PIROTTE – Chief Financial Officer

Financial framework: guiding principles



LONG TERM FINANCIAL PERFORMANCE SUMMARY (€m)

Current EBITDA CAGR 08-17: +3.3%



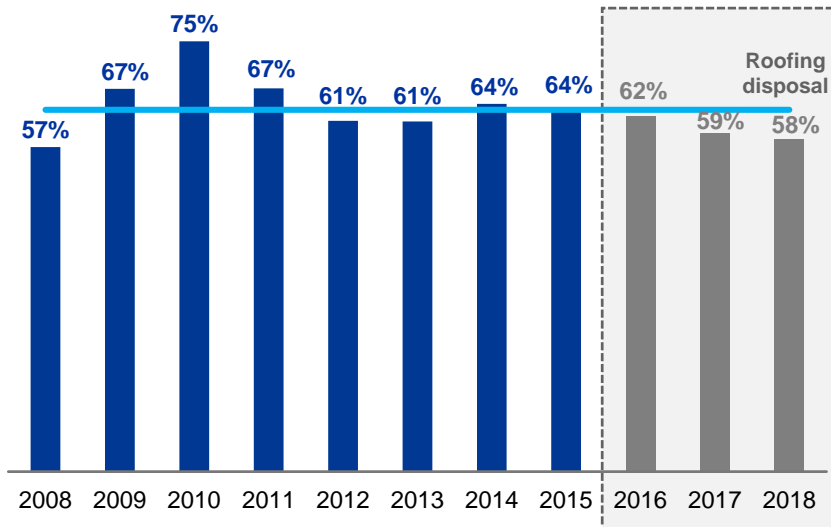
1B

Strong and consistent operating free cash flow while maintaining Capex efforts

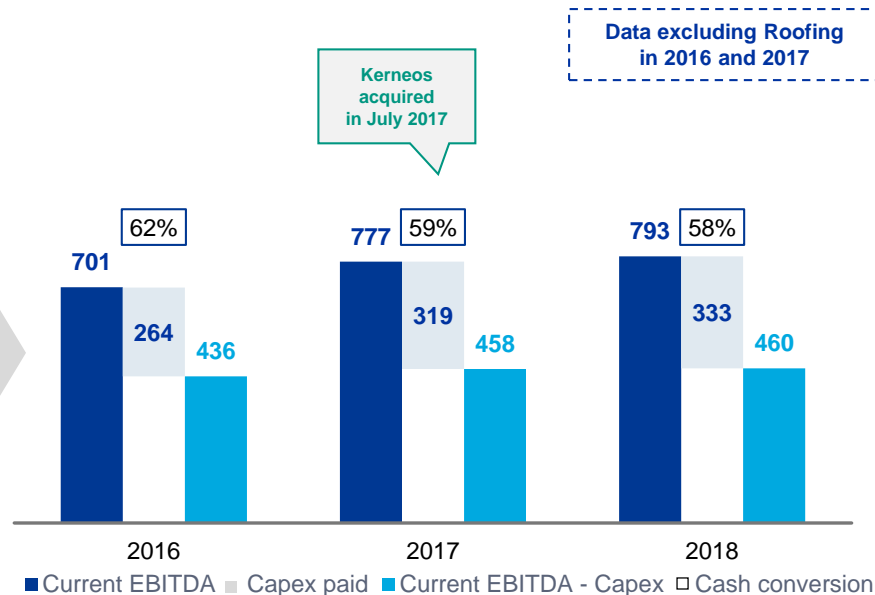


HIGH CASH CONVERSION¹ THROUGH THE CYCLE

Average cash conversion: 63%



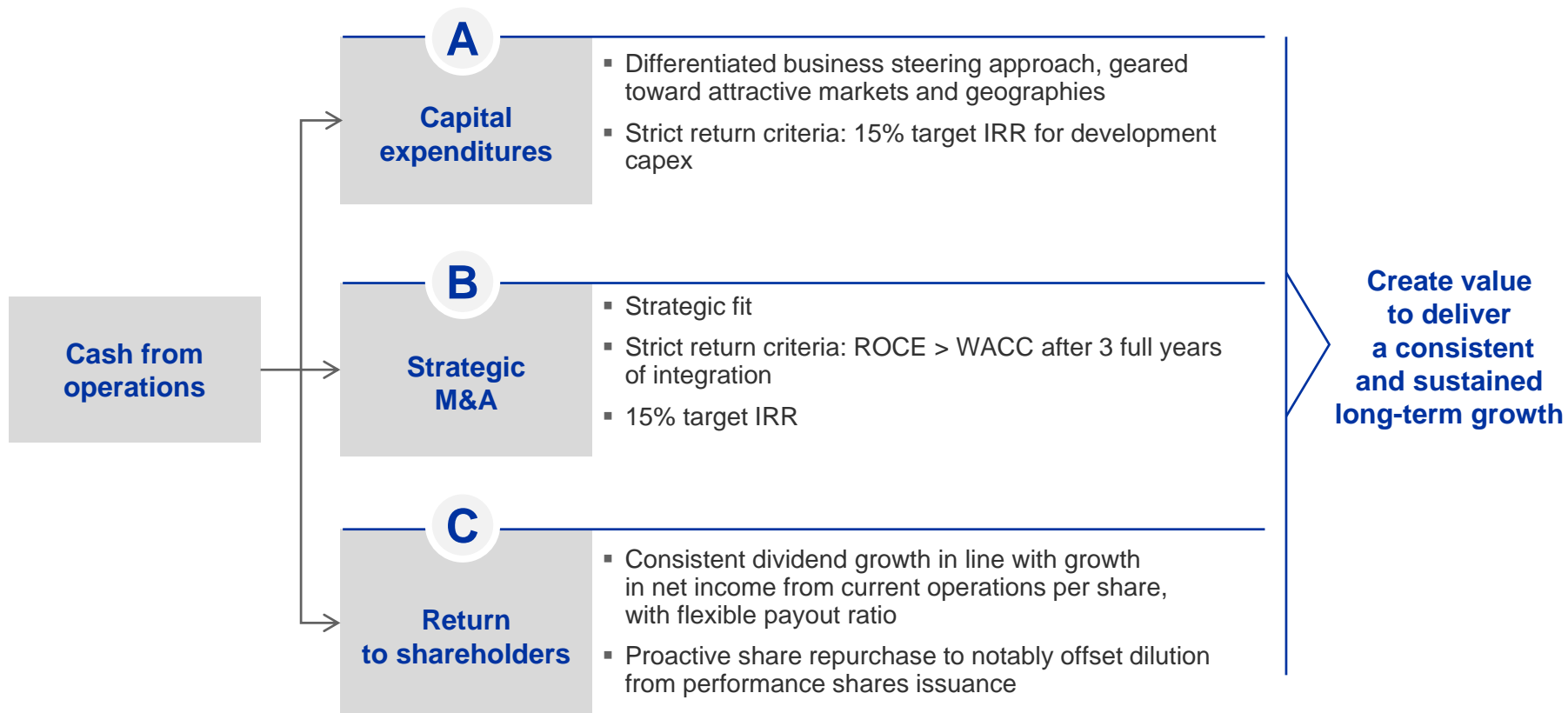
SUSTAINED CAPEX IN RECENT YEARS



Operating Free Cash Flow included as a key metric for management incentive plans

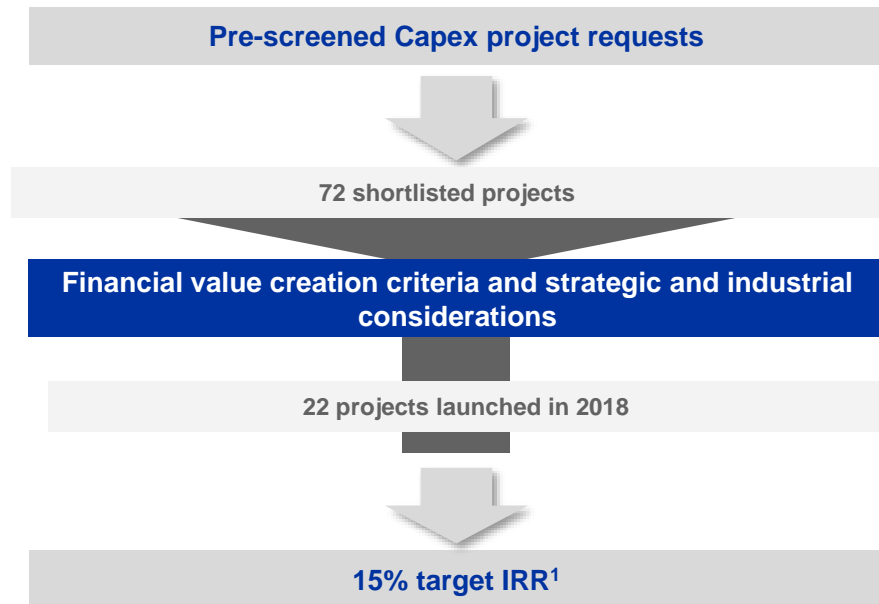
Notes: ¹ Defined as (Current EBITDA – Capex) / Current EBITDA

② Disciplined capital allocation strategy

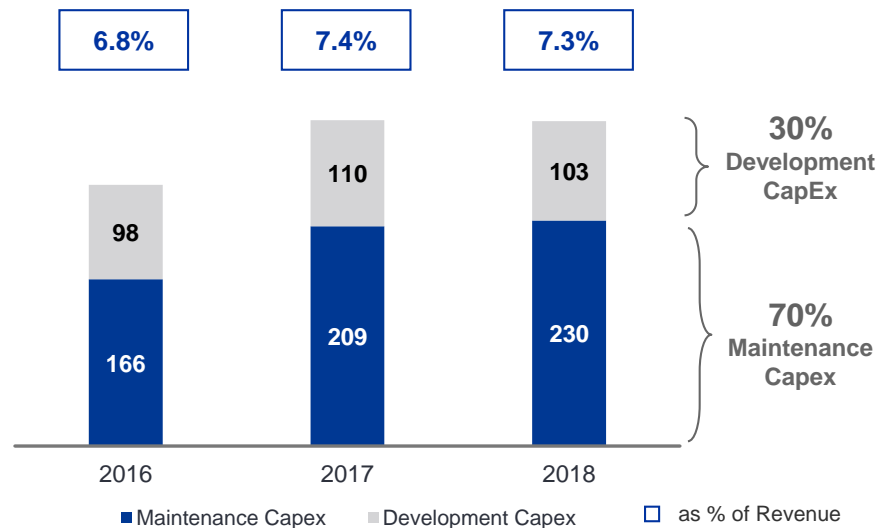


2A Focused capital expenditures for future growth

STRICT SELECTION OF PROJECTS TO ENSURE OPTIMAL ALLOCATION



DEVELOPMENT & MAINTENANCE CAPEX³ (€m)



Well invested industrial and mining assets

¹ Internal Rate of Return

² Overburden works included in maintenance Capex: i.e. works of removal of the top soil to enable access to the deposit

³ 2016 and 2017 data without Roofing

2B Strategic M&A with strict criteria

A CLEAR M&A ROADMAP WITH STRINGENT CRITERIA



STRATEGIC FIT

- Business with solid fundamentals
- New attractive market and/or geography
- Leading position on its market segment
- High scalability

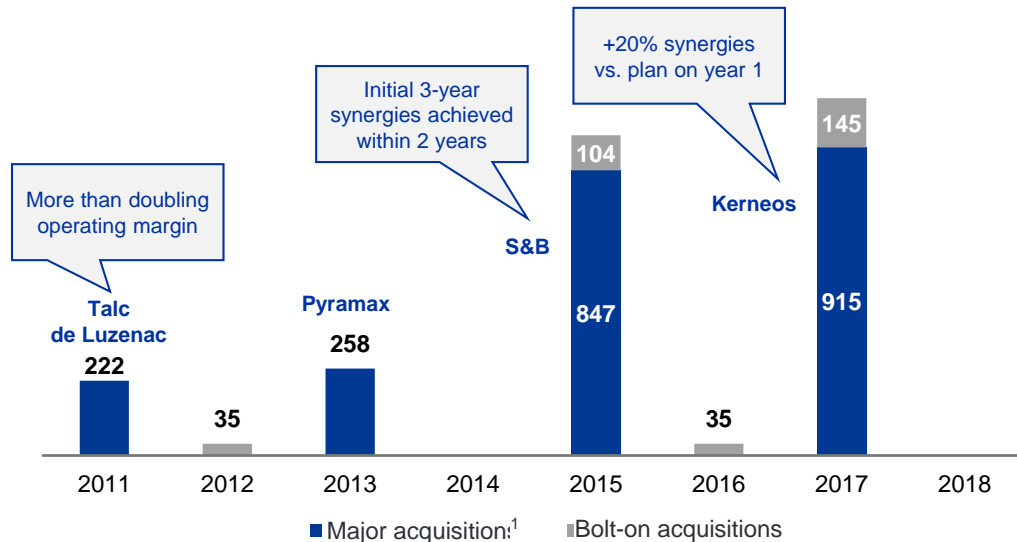


FINANCIAL CRITERIA

- Value creation: target ROCE > WACC within 3 full years
- 15% Target IRR

... CONFIRMED BY A SOLID TRACK RECORD (€m)

25 acquisitions, €2.6 billion of Enterprise Value

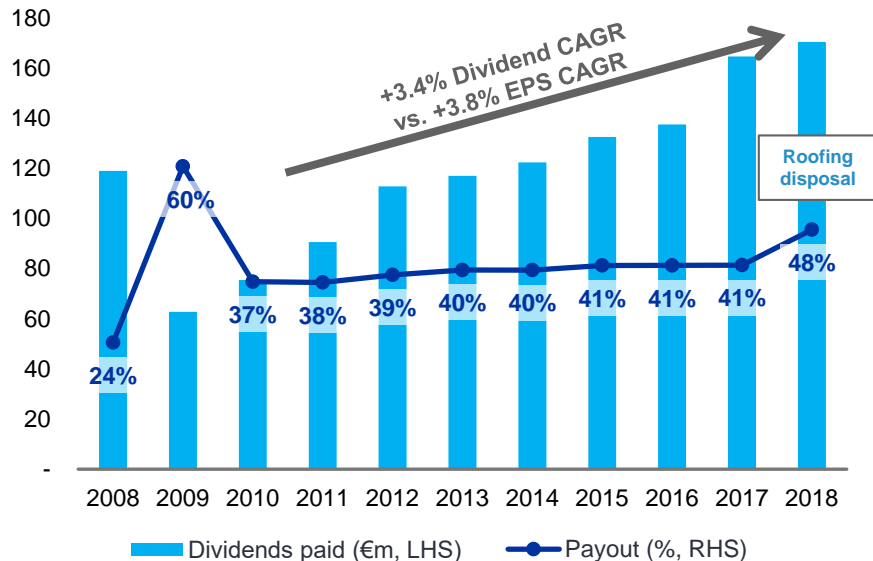


Focus on achieving synergies post transaction, as evidenced by recent acquisitions

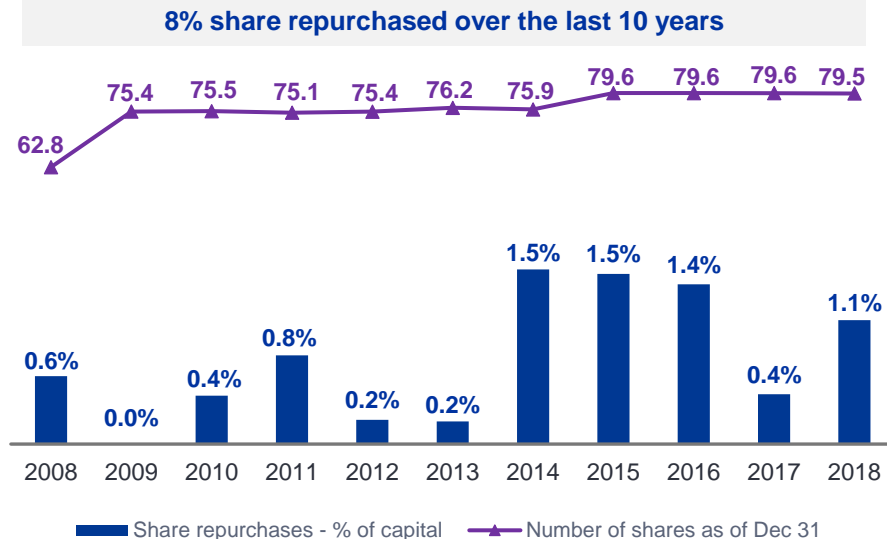
Sources: Imerys analysis and estimates

¹ EV >€100m: Talc de Luzenac, S&B, Pyramax, Kerneos;

CONTINUOUS INCREASE IN DIVIDENDS PAID



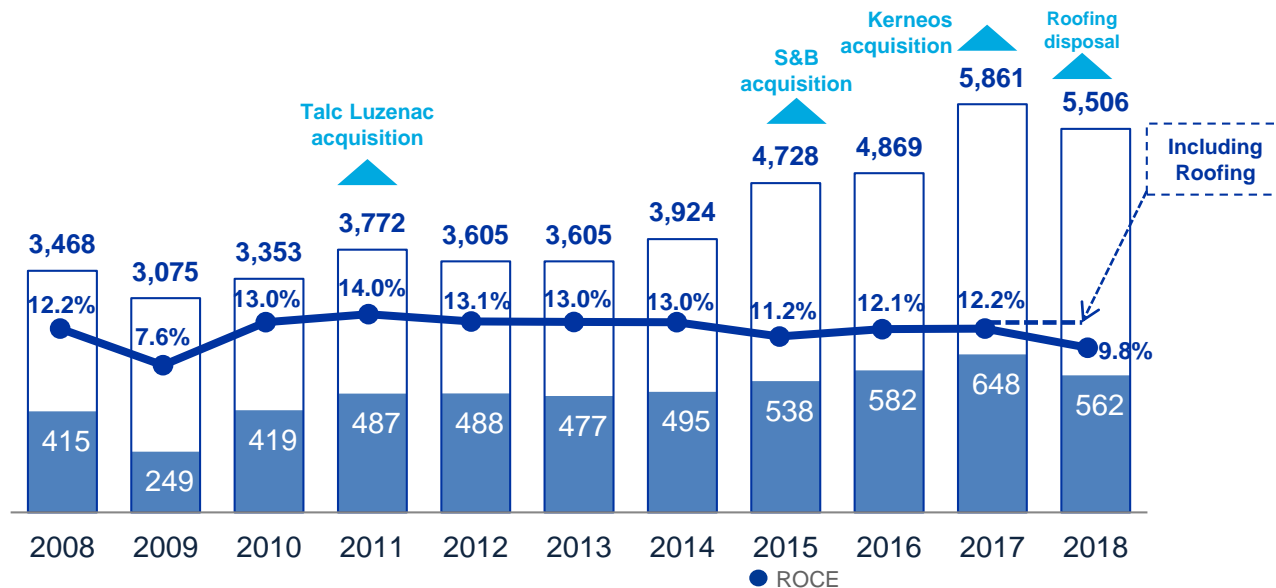
STABLE NUMBER OF OUTSTANDING SHARES



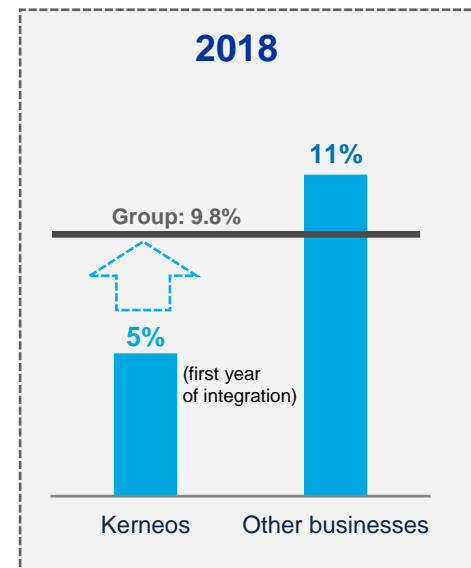
Consistent dividend growth in line with EPS growth, with flexible payout ratio
EPS, a key metric for management incentive

2D Sustained ROCE¹ ensuring value creation²

SUSTAINED ROCE WITH HIGHER CAPITAL EMPLOYED



HIGH ROCE OF HISTORICAL ACTIVITIES

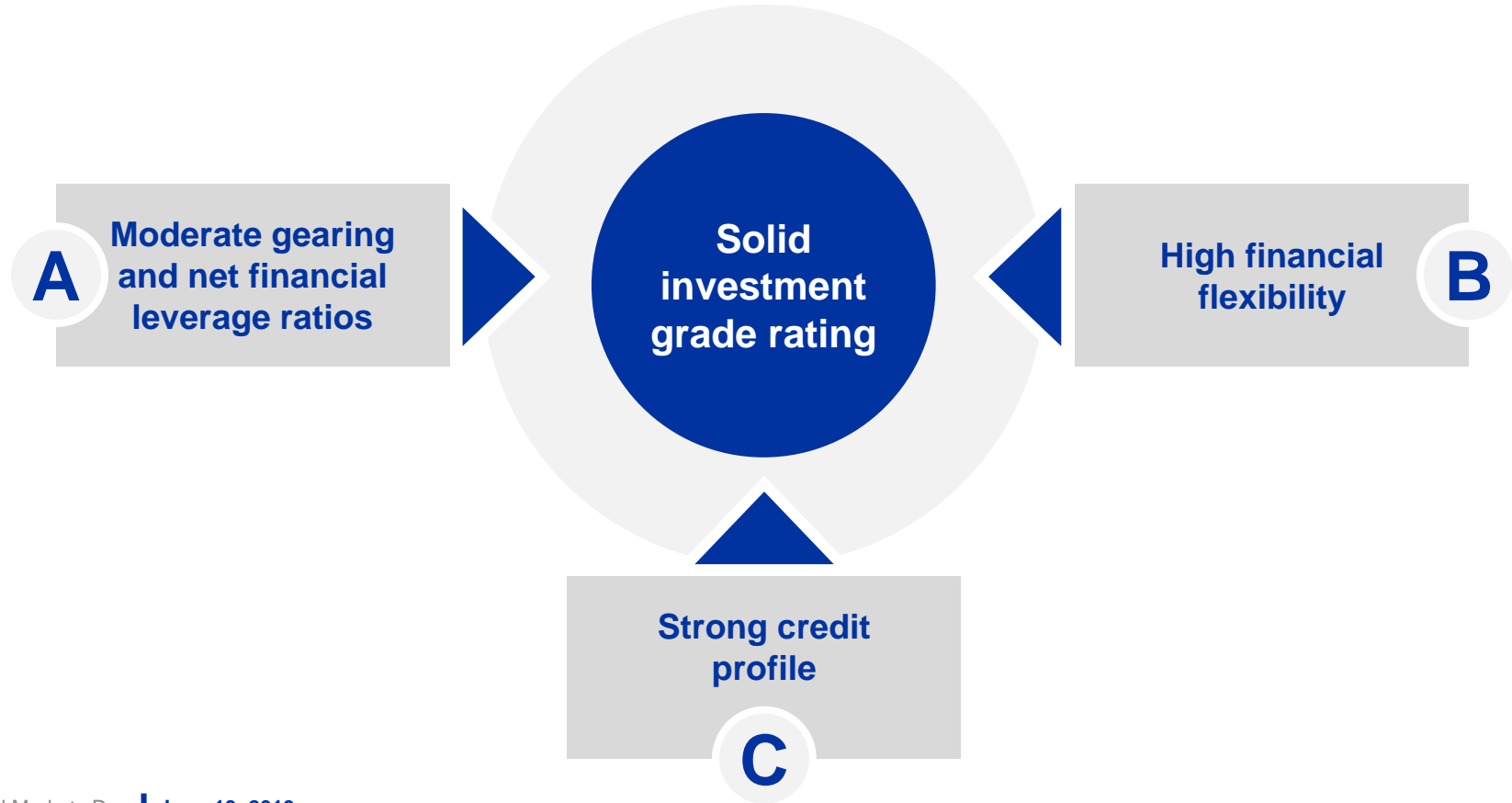


ROCE is a key metric for Management incentive plans

¹ Return on Capital Employed = current operating income / (average capital employed over the last 5 quarters)

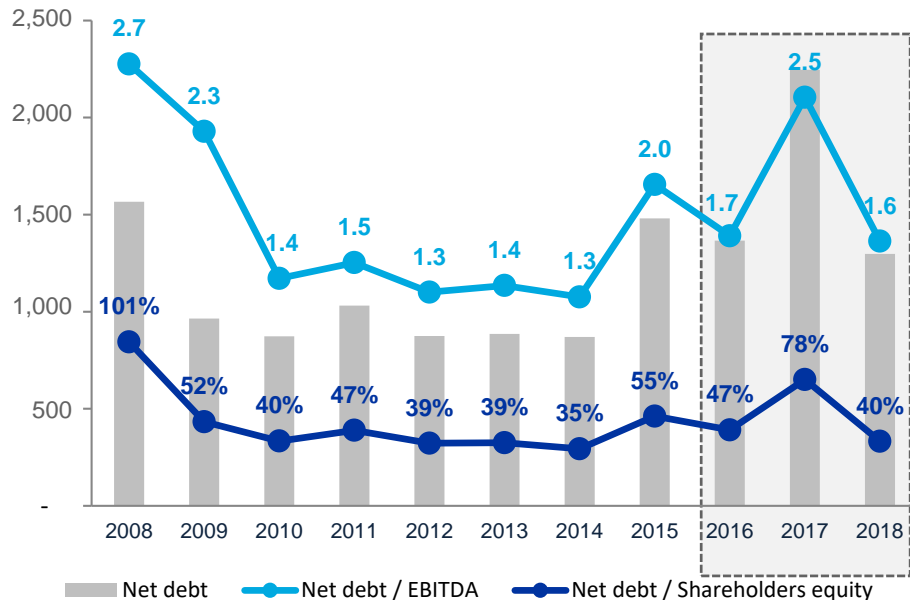
² ROCE above WACC (6.5% in 2018)

③ Maintaining a sound balance sheet with a solid investment grade credit rating

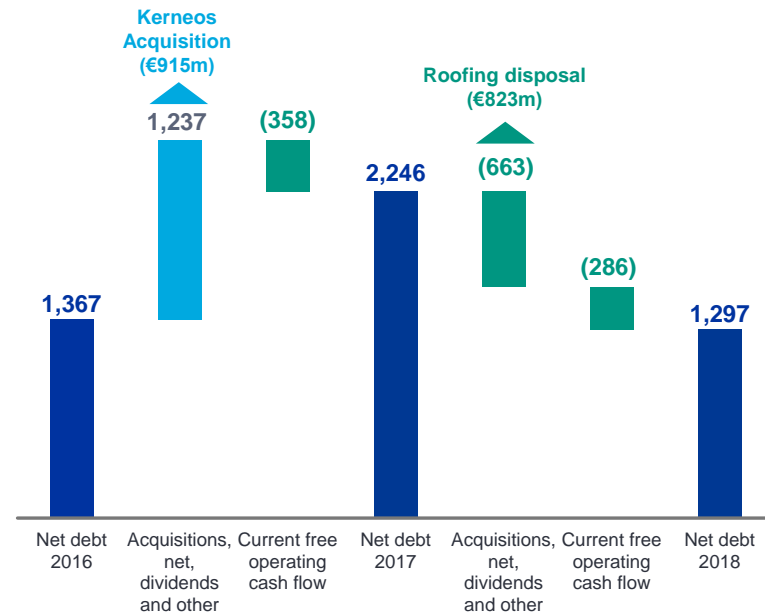


3A Moderate gearing and net leverage

NET FINANCIAL DEBT (€m) AND LEVERAGE (AS OF 12/31)



BREAKDOWN OF NET FINANCIAL DEBT EVOLUTION (€m)

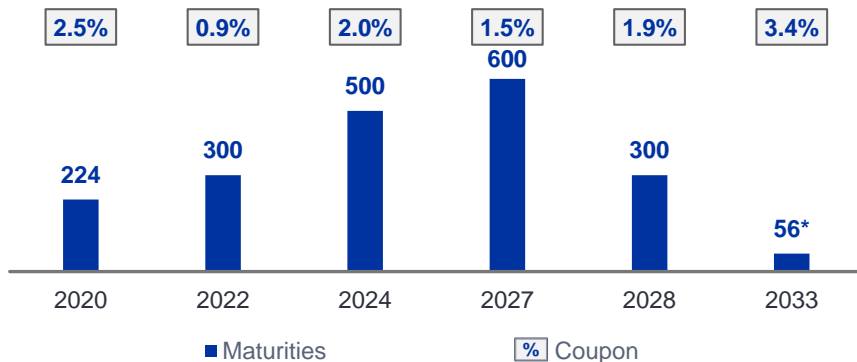


Only one covenant: gearing of 160%

3B Financial flexibility

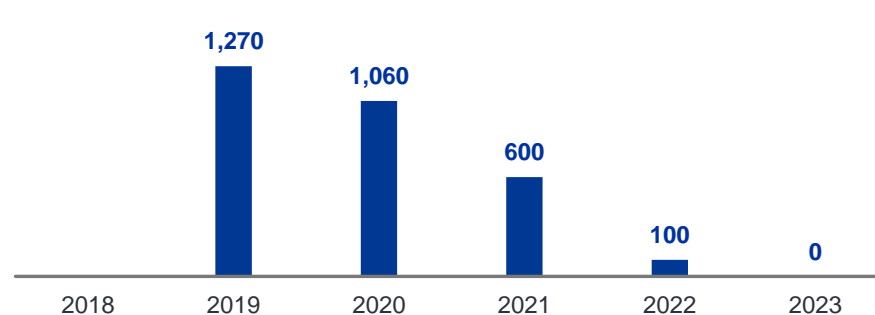
BONDS' COUPONS AND MATURITIES AS OF 12/31/2018 (€m)

€1.982 million (6.5 years average maturity)



AVAILABLE CUMULATED CREDIT LINES AS OF 12/31/2018 (€m)

€1.330 million (2.8 years average maturity)



PAST DEBT CAPITAL MARKET TRANSACTIONS

- March 2019: redemption of the 2033 yen-denominated €56m placement
- December 2017: partial redemption of the 2020 bond (€177m)
- October 2017: issuance of a €600m bond (10-year maturity, 1.50% coupon)
- March 2016: issuance of €600m bond in two tranches: €300m with a 6-year maturity and 0.875% coupon, and €300m with a 12-year maturity and 1.875% coupon

FINANCIAL RESOURCES

€m, as of 12/31	2017	2018
Bonds	2,003	1,982
Other indebtedness	631	161
Gross indebtedness	2,634	2,143
Cash	388	846
Net debt	2,246	1,297

3C Strong credit profile

SUPPORTIVE PERCEPTION FROM RATING AGENCIES...

S&P Global
Ratings

BBB / Stable

- ✓ Business diversification providing resilience
- ✓ Predictable cash flow generation
- ✓ Disciplined financial policy
- ✓ Prudent approach to investments, acquisitions and dividend policy

MOODY'S

Baa2 / Stable

- ✓ Wide geographical footprint and well-diversified customer base
- ✓ Very good product mix, supported by the group's ongoing innovation strategy
- ✓ Track record in integrating acquisitions

... SUPPORTED BY A CLEAR COMMITMENT

Commitment to a solid investment grade rating

Conclusion:

an optimal capital allocation to ensure long term value creation

1

Resilient and strong operating free cash flow

Increasing operational efficiencies and economies of scale

2

Sticking to a disciplined capital allocation strategy

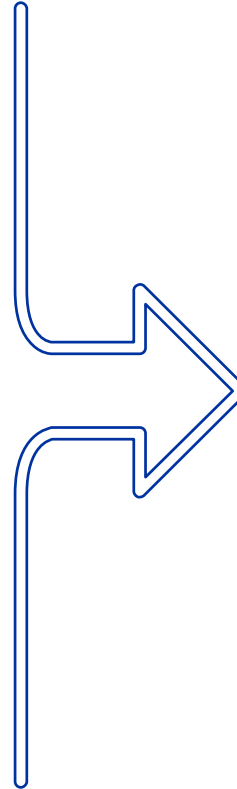
Increasing value creation

3

Maintaining solid and flexible balance sheet

Investment grade rating

Sustainable and attractive performance

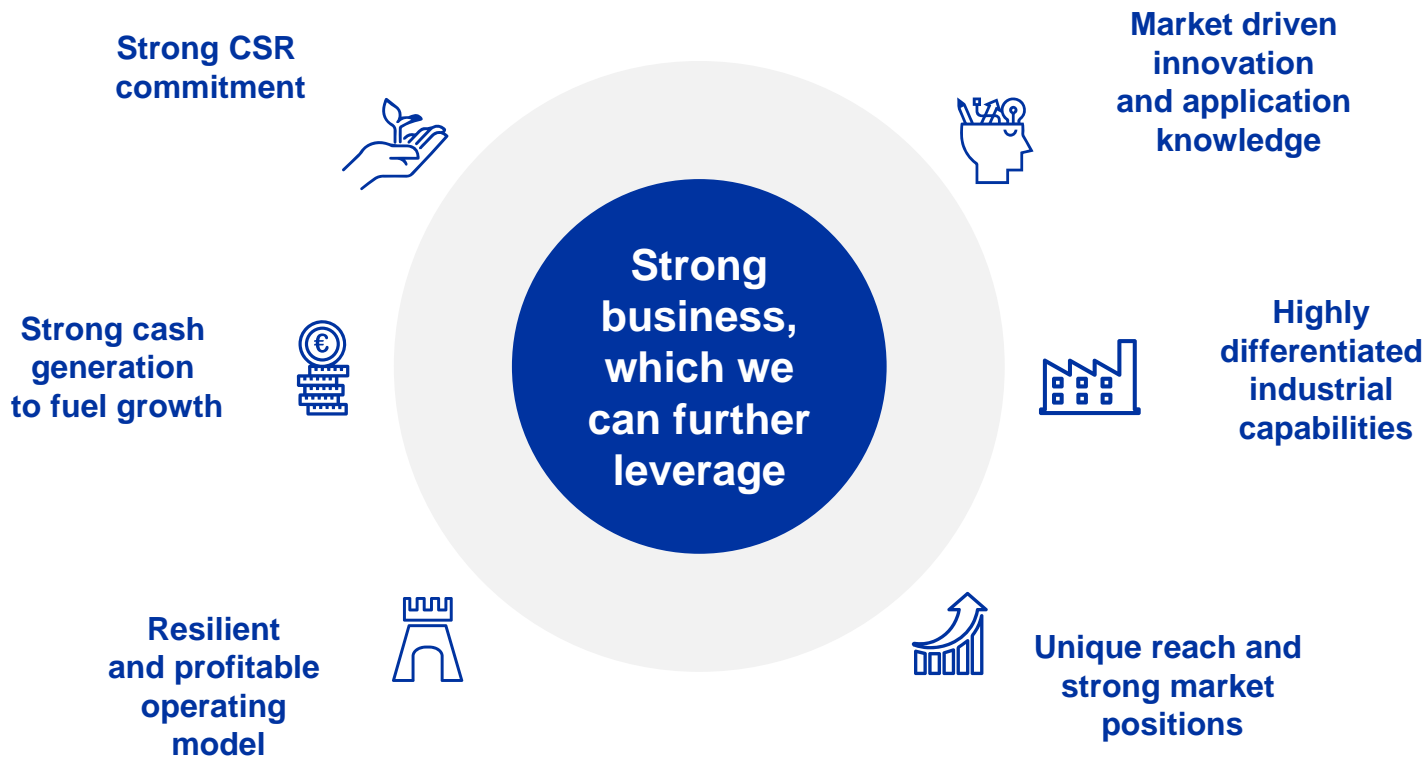


**Delivering
attractive
Total Shareholder
Return**

Conclusion and closing remarks

Conrad KEIJZER – Chief Executive Officer

We will leverage our solid business fundamentals



6 pillars to execute our strategy

AMBITION TO STEP-UP ORGANIC GROWTH ...



**Customer-centric
organization**



**Differentiated
business
mandates**



**Focus
on high-growth
geographies**



**Portfolio
management
(M&A)**

... AND INCREASE OPERATING PROFITABILITY



**Leaner, more
efficient
organization**



**Functional
excellence**

Key financial targets

Ambition to improve growth and profitability profile	Disciplined capital allocation	Sound balance sheet	Commitment to attractive shareholder returns
<ul style="list-style-type: none"> ▪ Gradual ramp-up of organic growth to reach underlying markets level by 2022¹ ▪ 2022 current EBITDA margin up by +200 bp vs. 2018² <ul style="list-style-type: none"> ▪ €100m cost savings in 2022 	<ul style="list-style-type: none"> ▪ €300-350m annual total Capex ▪ Development Capex with 15% target IRR ▪ Acquisitions with ROCE > WACC within 3 full years of integration with 15% target IRR 	<ul style="list-style-type: none"> ▪ Solid investment grade rating 	<ul style="list-style-type: none"> ▪ Consistent dividend growth in line with EPS growth with flexible payout ratio

¹ Underlying market growth estimated at ca. 2.0% per year in normal trading conditions

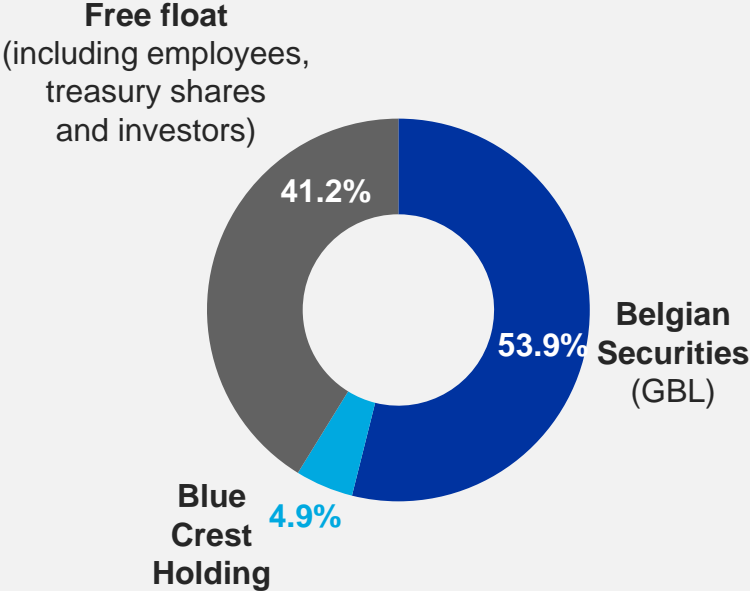
² Current EBITDA margin was 17.3% in 2018.

**To be the trusted specialty
mineral partner shaping the world
with sustainable solutions**

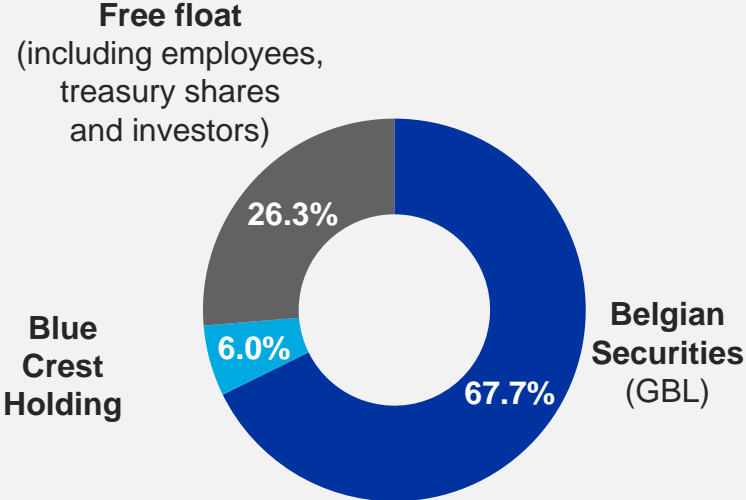
Q&A

APPENDICES

SHARE CAPITAL



VOTING RIGHTS



Composition of the Board of Directors

NAME (AGE)	POSITION	DATE OF FIRST APPOINTMENT	YEAR OF RENEWAL OF TERM OF OFFICE	INDEPENDENT MEMBER
Gilles MICHEL (63)	Chairman	03/11/2010	2021	
Paul DESMARAIS III (37)	Vice-Chairman	29/04/2014	2020	
Aldo CARDOSO (63)	Director	03/05/2005	2020	✓
Odile DESFORGES (69)	Director	04/05/2016	2022	✓
Ian GALLIENNE (48)	Director	29/04/2010	2022	
Marion GUILLOU (64)	Director	01/09/2012	2020	✓
Colin HALL (48)	Director	15/12/2015	2020	
Conrad KEIJZER (50)	Director, CEO	04/05/2018	2021	
Ulysses KYRIACOPOULOS (66)	Director	30/04/2015	2021	
Martina MERZ (56)	Director	03/05/2017	2020	✓
Lucile RIBOT (52)	Director	04/05/2018	2022	✓
Marie-Françoise WALBAUM (69)	Director	25/04/2013	2021	✓
Eliane AUGLET PETIT (61)	Employee Representative Director	03/10/2014	2020	NA
Eric d'ORTONA (56)	Employee Representative Director	03/10/2014	2020	NA



Percentage of women equal to **41.7%** and of independent members of **50.0%**

Composition of the committees

NAME	DATE OF FIRST APPOINTMENT	INDEPENDENT MEMBER
Strategic Committee		
Ian GALLIENNE, Chairman	29/04/2010	
Aldo CARDOSO	02/05/2007	✓
Odile DESFORGES	04/05/2016	✓
Paul DESMARAIS III	29/04/2014	
Colin HALL	04/05/2018	
Ulysses KYRIACOPOULOS	30/04/2015	
Martina MERZ	04/05/2018	✓
Gilles MICHEL	04/05/2018	
Audit Committee		
Aldo CARDOSO, Chairman	03/05/2005	✓
Colin HALL	15/12/2015	
Lucile RIBOT	04/05/2018	✓
Marie-Françoise WALBAUM	25/04/2013	✓

NAME	DATE OF FIRST APPOINTMENT	INDEPENDENT MEMBER
Appointment Committee		
Paul DESMARAIS III, Chairman	04/05/2016	
Ian GALLIENNE	26/04/2012	
Marion GUILLOU	29/04/2014	✓
Martina MERZ	03/05/2017	✓
Marie-Françoise WALBAUM	04/05/2016	✓
Compensation Committee		
Paul DESMARAIS III, Chairman	04/05/2016	
Eliane AUGelet PETIT	01/01/2017	NA
Ian GALLIENNE	26/04/2012	
Marion GUILLOU	29/04/2014	✓
Martina MERZ	03/05/2017	✓
Marie-Françoise WALBAUM	04/05/2016	✓



Percentage of independent members compliant with AFEP-MEDEF

Components of variable pay for the executive committee

PERFORMANCE-BASED COMPONENTS OF COMPENSATION

	Short-term variable component		Long-term variable component	
Performance component	Quantitative (economic)	Current Net Income	Quantitative (economic)	Net Income from Current Operations per share
		Operating Free Cash Flow		
		Return on Capital Employed		
	Qualitative	Individual objectives		Return on Capital Employed
	Safety	Occupational accident frequency rate		
Assessment of performance	Annual		Three years	
Compensation	Cash		Performance shares	

Historical Performance

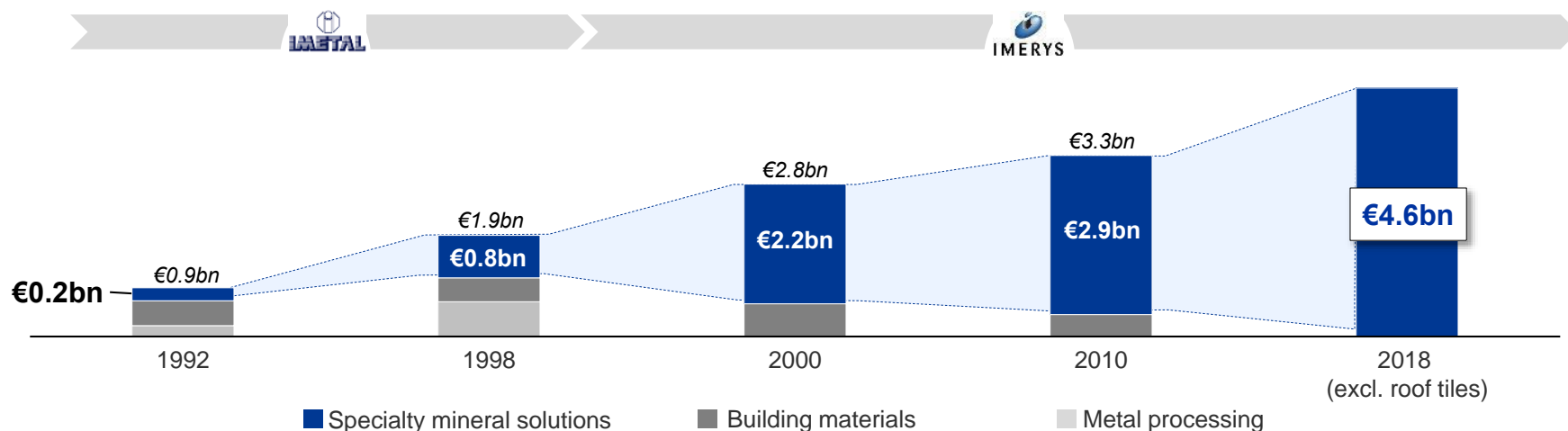
Revenue (€m)	FY 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019
Performance Minerals	2,575	668	661	632	641	2,602	632	650	641	636	2,559	623
Americas	1,283	324	319	301	325	1,269	295	307	314	310	1,227	282
Asia Pacific	416	106	106	103	110	426	107	107	108	106	428	115
Europe, Middle East Africa	982	261	259	251	247	1,018	260	264	248	246	1,018	259
High Temperature Materials & Solutions	1,304	382	378	474	468	1,703	505	544	523	500	2,072	510
High Temperature Solutions	725	206	214	221	181	822	206	218	216	204	844	201
Refractory, Abrasives, Construction	598	184	171	263	296	915	312	338	319	302	1,271	319
Other and eliminations	(17)	(16)	(8)	(3)	23	(6)	(7)	(13)	(10)	(10)	(41)	(9)
Group	3,862	1,034	1,031	1,103	1,132	4,299	1,130	1,181	1,154	1,126	4,590	1,124

Current operating income (€m)	FY 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019
Group	479	123	141	145	142	551	130	154	141	137	562	110
Operating margin	12.4%	11.9%	13.6%	13.2%	12.5%	12.8%	11.5%	13.1%	12.2%	12.2%	12.2%	9.8%

Current operating income (€m)	FY 2016	H1 2017	H2 2017	FY 2017	H1 2018	H2 2018	FY 2018
Performance Minerals	373	198	192	390	182	171	353
Operating margin	14.5%	14.9%	15.1%	15.0%	14.2%	13.4%	13.8%
High Temperature Materials & Solutions	135	84	88	173	112	109	221
Operating margin	10.4%	11.1%	9.4%	10.1%	10.7%	10.7%	10.7%
Holding and eliminations	(29)	(19)	7	(12)	(10)	(2)	(12)
Group	479	263	287	551	284	278	562
Operating margin	12.4%	12.8%	12.9%	12.8%	12.3%	12.2%	12.2%

Imerys has become a pure player in specialty mineral solutions

IMERYS REVENUE (€bn)



Non-ferrous metal ores¹ 1994: Eramet IPO

Metal processing²

1999: Copperweld divestment

Building materials

2005: Larivière

2013: Bricks

2018: Roof tiles

Specialty mineral solutions

1985: Damrec
(refractories, ceramics)

1999: ECC
(kaolin, carbonates)

2000: Treibacher
(fused alumina)

2005: World Minerals
(diatomite)/
Lafarge Ref.

2007/8: UCM,
Astron
(fused zirconia)

2011: Talc
de Luzenac

2015: S&B
(bentonite)

2017 Kerneos
(calcium aluminate cement)

Acquisitions

Disposals

Notes: ¹ Notably nickel through a non-controlling non-consolidated stake in Eramet - Société Le Nickel;

² Notably iron seamless tubes and wires production

Capital Markets Day

13th June 2019

POSITIONING IMERYS FOR PROFITABLE GROWTH